

Lawrence J. Mancini  
Chief Financial Officer



Jorge O. Elorza  
Mayor

**Finance Department**  
*"Building Pride In Providence"*

## MEMORANDUM

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

From: Nicole Pollock, Chief of Staff  
Lawrence J. Mancini, Chief Financial Officer  
Sara Silveria, Finance Director

Date: December 30, 2019

Re: 5-Year Budget Projections

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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 2021 through 2025.

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 2020 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 2021 to FY 2025.

FY21 through FY25 reflect tax base increases of two percent each year. A state required revaluation occurs once every three years in every community and will be conducted by Providence in FY22. A statistical revaluation will take effect in FY23.

Fines and Forfeitures will increase by \$200,000 in FY21 and remain flat in FY22, then by \$100,000 per year in FY23 through FY25 for a total of \$5,500,000.

The projected year end positions of the Municipal (General Fund) Budget are as follows: FY 2021 \$1,174,887 surplus, FY 2022 \$1,628,547 surplus, FY 2023 \$2,071,826 surplus, FY 2024 \$2,591,763 surplus and FY 2025 \$3,111,600 surplus.

IN CITY COUNCIL  
JAN 16 2020

READ  
WHEREUPON IT IS ORDERED THAT  
THE SAME BE RECEIVED.

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 2021 is \$99,436,731 which is an increase of \$7,798,897 over the FY 2020 budget of \$91,637,834. This is primarily due to the anticipated increase in the State Motor Vehicle Excise phase out payment of \$7,245,997 and increase to school debt construction reimbursement of \$803,685.

In FY 2022, there will be an increase of \$3,199,856 for a new total of \$102,636,588. In FY 2023, there will be an increase of \$6,611,886 for a new total of \$109,248,474. In FY 2024 and FY 2025, there will be modest increases of \$47,644 and \$48,597 for new totals of \$109,296,118 and \$109,344,714, respectively, which will be adjusted accordingly, based upon future out-year projections from the State of Rhode Island.

**Fines and Forfeitures:**

Fines and Forfeitures for the FY20 budget is \$5,000,000 and is projected to increase by \$200,000 in FY21 to a total of \$5,200,000. In FY22, the budget will remain at \$5,200,000. From FY23 to FY25, the budget will increase by \$100,000 each year ending in FY25 with a total of \$5,500,000.

**Interest Income:**

For the purpose of this projection, Interest Income will reflect the change in interest rate-application policy implemented on July 1, 2018. Projected collection year over year in FY21 through FY25, are as follows: \$4,300,000 (FY21) \$4,300,000 (FY22) \$4,200,000 (FY23) \$4,100,000 (FY24) and \$4,000,000 (FY25).



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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 for years FY21 – FY25.

Building Administration revenue has increased by \$151,042 in FY21, \$148,021 in FY22, \$145,061 in FY23, \$142,159 in FY24, and \$139,316 in FY25. 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 FY21-25 ranging from \$1,882,085 to \$1,958,505.

Transfer from Fund 283 (Rescue Runs) will increase by 1% year over year throughout FY21-25 ranging from \$5,100,500 to \$5,307,601.

Transfer from North Burial Ground is currently at \$260,000 and shall remain constant throughout Fiscal Years 2021-2025.

**Expenditure Assumptions**

**Salaries:**

Municipal salaries will follow the L.I.U.N.A. Local 1033 contract, which was adopted as a one-year no wage increase through June 30, 2019 and a three-year contract effective July 1, 2019 through June 30, 2022. The contracts cover the period July 1, 2018 to June 30, 2019 and July 1, 2019 to June 30, 2022. There was 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, FY24, and FY25, 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 has expired at June 30, 2019. For FY20- FY25 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 until such new contract is agreed upon and ratified.

The IAFF Local 799 contract currently has a five-year contract expiring on June 30, 2022 and calling for wage increases of 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 FY25, 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, 2018 actuarial valuation which includes the provision of the 2012 Funding Improvement Plan (FIP) submitted to the RI Department of Revenue.

Lawrence J. Mancini  
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Mayor

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**Line items:**

Departmental line items that are affected by the CPI-U are assumed to increase at the rate of 1.7% for all years FY21-FY25.

**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 FY21-FY25 are as follows: \$8,995,527, \$9,298,677, and \$9,844,087 for the final three years.

**Rainy Day Fund:**

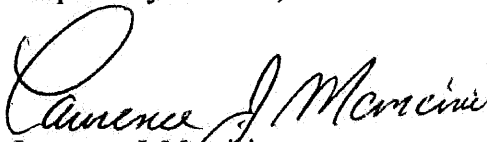
With an audited FY19 surplus of \$8.7 million, the City's Fund General Fund balance will be \$20.5 million for the year-ended June 30, 2019.

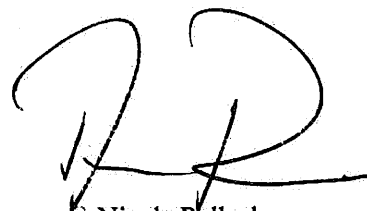
The City will continue making Rainy Day appropriations equal to 1% of the total budget expenditures to replenish the city's Undesignated Surplus. Based upon projected expenditures these annual appropriations will result in payments in the amounts of: FY21, \$3,845,547, FY22, \$3,926,290, FY23, \$4,025,275, FY24, \$4,076,016, and \$4,145,105 in FY25.

**Providence Public School District ("PPSD"):**

The turnaround efforts being made by the state of Rhode Island, authorized under the Crowley Act, effective November 1, 2019, places the budget preparation and associated reporting responsibilities under the jurisdiction of the Commissioner of the Rhode Island Department of Education. As a result of this change, the PPCSD projected budgeted revenues and expenditures will not be included in these projections of the five-year plan.

Respectfully submitted,

  
Lawrence J. Mancini  
Chief Financial Officer

  
Nicole Pollock  
Chief of Staff

CC:  
Mayor Jorge O. Elorza  
Sara Silveria, Finance Director  
James J. Lombardi, City Treasurer and Senior Advisor to City Council  
Gina M. Costa, Internal Auditor

## FY2021-FY2025 FIVE-YEAR PLAN

BASED UPON ASSUMPTIONS AS OUTLINED IN ALL SCHEDULES

	Municipal (General Fund)				
	2020 Approved Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Projected Revenue - Municipal	\$506,060,691	\$519,621,754	\$528,230,406	\$538,671,238	\$544,315,992
Projected Expenditures - Municipal	\$506,060,691	\$518,446,868	\$526,601,859	\$536,599,413	\$541,724,230
<b>Projected Budget Surplus (Deficit)</b>	<b>\$0</b>	<b>\$1,174,887</b>	<b>\$1,628,547</b>	<b>\$2,071,826</b>	<b>\$2,591,763</b>
					<b>\$3,111,600</b>

GENERAL FUND REVENUE	REVENUE SUMMARY					
	2020 Approved Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget	2025 Projected Budget
Taxes						
State Aids & Grants	\$345,218,386	\$351,962,754	\$358,842,009	\$365,858,849	\$373,016,026	\$380,316,346
Fines & Forfeits	91,637,834	99,436,731	102,636,588	109,248,474	109,296,118	109,344,714
Interest Income	5,000,000	5,200,000	5,200,000	5,300,000	5,400,000	5,500,000
Departmental & Other Revenues	4,700,000	4,600,000	4,550,000	4,400,000	4,300,000	4,200,000
Transfers to General Fund	52,249,471	51,179,685	49,689,399	46,480,981	44,849,685	44,926,680
	7,255,000	7,242,585	7,312,410	7,382,934	7,454,164	7,526,105
TOTAL REVENUES	\$506,060,691	\$519,621,754	\$528,230,406	\$538,671,238	\$544,315,992	\$551,813,847

GENERAL FUND EXPENSES	EXPENDITURE SUMMARY					
	2020 Approved Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget	2025 Projected Budget
Total - Departmental Expenditures	\$167,831,704	\$171,113,724	\$175,785,314	\$177,965,170	\$180,175,127	\$182,415,651
Total - Non Departmental-General Fund	3,285,000	2,195,000	2,195,000	2,195,000	2,195,000	2,195,000
Heat Power & Light	4,143,844	8,995,527	9,298,677	9,844,087	9,844,087	9,844,087
Grants, Commissions & Misc.	5,902,750	5,902,750	5,902,750	5,902,750	5,902,750	5,902,750
Ceremonies	9,030	9,030	9,030	9,030	9,030	9,030
Debt Service Total	58,554,433	59,554,433	59,554,433	59,554,433	59,554,433	59,554,433
Workers Compensation	2,088,592	2,130,364	2,172,971	2,216,431	2,260,759	2,305,974
Employee Benefits :						
<i>Pension</i>	69,614,021	71,916,325	72,413,491	76,856,729	76,856,729	78,520,312
<i>Medical Benefits - Active Members</i>	18,771,342	19,709,909	20,695,405	21,730,175	22,816,684	23,957,518
<i>Medical Benefits - Retirees</i>	29,134,481	30,591,205	32,120,765	33,726,804	35,413,144	37,183,801
<i>Other Employee Benefits</i>	12,894,383	12,436,443	12,481,122	12,526,919	12,573,860	12,621,975
Total Employee Benefits	130,414,227	134,653,882	137,710,783	144,840,626	147,660,416	152,283,605
Deficit Reduction Plan	3,784,500	3,845,547	3,926,290	4,025,275	4,076,016	4,145,105
School Approp. to Balance School Budget*	130,046,611	130,046,611	130,046,611	130,046,611	130,046,611	130,046,611
Total General Fund Expenses	\$506,060,691	\$518,446,868	\$526,601,859	\$536,599,413	\$541,724,230	\$548,702,247
Total Surplus/(Deficit)	\$0	\$1,174,887	\$1,628,547	\$2,071,826	\$2,591,763	\$3,111,600

\* School Appropriation subject to change due to controllership of RIDE and potential applications of the Crowley Act

## FY2020-FY2024 FIVE-YEAR PLAN

## CITY - GENERAL FUND REVENUES

## Taxes:

	2020 Approved Budget	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023 - 2024	2025 Projected Budget	Variance 2024 - 2025
Property Taxes - Current	337,218,386.00	343,562,753.72	6,744,367.72	350,842,008.79	6,879,255.07	357,858,848.97	7,016,840.18	365,016,025.95	7,157,176.98	372,316,346.47	7,300,320.52
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
<b>Total Taxes</b>	<b>345,218,386.00</b>	<b>351,562,753.72</b>	<b>6,744,367.72</b>	<b>358,842,008.79</b>	<b>6,879,255.07</b>	<b>365,858,848.97</b>	<b>7,016,840.18</b>	<b>373,016,025.95</b>	<b>7,157,176.98</b>	<b>380,316,346.47</b>	<b>7,300,320.52</b>
<b>Total State Aid &amp; Grants:</b>											
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	23,610,270.00	24,413,955.00	803,685.00	24,413,955.00	0.00	27,913,955.00	3,500,000.00	27,913,955.00	0.00	27,913,955.00	0.00
Telephone Tax	2,257,319.00	2,289,694.98	32,375.98	2,335,488.88	45,793.90	2,382,198.66	46,709.78	2,429,842.63	47,643.97	2,478,439.48	48,596.85
State Reimbursement Excise Tax	20,666,360.00	27,912,357.00	7,245,997.00	31,066,420.00	3,154,063.00	34,131,596.00	3,065,176.00	34,131,596.00	0.00	34,131,596.00	0.00
Distressed Cities Revenue	5,155,694.00	5,155,694.00	0.00	5,155,694.00	0.00	5,155,694.00	0.00	5,155,694.00	0.00	5,155,694.00	0.00
Meals & Beverage Tax	6,450,532.00	6,167,371.00	(283,161.00)	6,167,371.00	0.00	6,167,371.00	0.00	6,167,371.00	0.00	6,167,371.00	0.00
<b>Total State Aid &amp; Grants:</b>	<b>91,637,834.00</b>	<b>99,436,730.98</b>	<b>7,798,896.98</b>	<b>102,656,587.88</b>	<b>3,199,856.90</b>	<b>109,248,473.66</b>	<b>6,611,885.78</b>	<b>109,296,117.63</b>	<b>47,643.97</b>	<b>109,344,714.48</b>	<b>48,596.85</b>
<b>Fines &amp; Forfeits</b>	<b>5,000,000.00</b>	<b>5,200,000.00</b>	<b>200,000.00</b>	<b>5,200,000.00</b>	<b>0.00</b>	<b>5,300,000.00</b>	<b>100,000.00</b>	<b>5,400,000.00</b>	<b>100,000.00</b>	<b>5,500,000.00</b>	<b>100,000.00</b>
<b>Total Fines &amp; Forfeits</b>	<b>5,000,000.00</b>	<b>5,200,000.00</b>	<b>200,000.00</b>	<b>5,200,000.00</b>	<b>0.00</b>	<b>5,300,000.00</b>	<b>100,000.00</b>	<b>5,400,000.00</b>	<b>100,000.00</b>	<b>5,500,000.00</b>	<b>100,000.00</b>
<b>Interest Income:</b>											
Interest on Overdue Taxes	4,300,000.00	4,300,000.00	0.00	4,300,000.00	0.00	4,200,000.00	(100,000.00)	4,100,000.00	(100,000.00)	4,000,000.00	(100,000.00)
Interest on Investments	400,000.00	300,000.00	(100,000.00)	250,000.00	(50,000.00)	200,000.00	(50,000.00)	200,000.00	0.00	200,000.00	0.00
<b>Total Interest Income</b>	<b>4,700,000.00</b>	<b>4,600,000.00</b>	<b>(100,000.00)</b>	<b>4,550,000.00</b>	<b>(50,000.00)</b>	<b>4,400,000.00</b>	<b>(150,000.00)</b>	<b>4,300,000.00</b>	<b>(100,000.00)</b>	<b>4,200,000.00</b>	<b>(100,000.00)</b>
<b>Departmental &amp; Other Revenues:</b>											
Miscellaneous Revenue	1,567,500.00	1,583,175.00	15,675.00	1,599,006.75	15,831.75	1,614,996.82	15,990.07	1,631,146.79	16,149.97	1,647,458.25	16,311.47
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	2,318,557.00	2,460,105.00	141,548.00	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	7,601,464.00	6,591,372.00	(700,092.00)	6,402,936.00	(498,436.00)	3,130,880.00	(3,272,056.00)	827,492.00	(2,303,388.00)	827,492.00	0.00
Probable PILOTS	15,000.00	1,223,462.00	1,208,462.00	663,801.00	(559,661.00)	656,510.00	(7,291.00)	654,611.00	(1,899.00)	654,611.00	0.00
Stabilization Treaty - Electric Co	7,760,000.00	7,860,000.00	100,000.00	7,860,000.00	0.00	7,860,000.00	0.00	7,860,000.00	0.00	7,860,000.00	0.00
PILOT - Providence Place Mall	970,000.00	1,000,000.00	30,000.00	1,000,000.00	0.00	1,000,000.00	0.00	1,100,000.00	100,000.00	1,100,000.00	0.00
PILOT - Providence Housing Authority	140,000.00	141,000.00	1,000.00	141,000.00	0.00	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	125,000.00	150,000.00	25,000.00	150,000.00	0.00	150,000.00	0.00	150,000.00	0.00	150,000.00	0.00
Building Administration	7,552,092.00	7,401,050.16	(151,041.84)	7,253,029.16	(148,021.00)	7,107,968.57	(145,060.58)	6,965,809.20	(142,159.37)	6,826,493.02	(139,316.18)
Building Board	6,168.00	5,850.00	(318.00)	5,850.00	0.00	5,850.00	0.00	5,850.00	0.00	5,850.00	0.00
Bureau of Licenses	1,549,675.00	1,555,800.00	6,125.00	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	8,820.00	9,000.00	180.00	9,000.00	0.00	9,000.00	0.00	9,000.00	0.00	9,000.00	0.00
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

FY2020-FY2024 FIVE-YEAR PLAN													
	2020 Approved Budget	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023 - 2024	2025 Projected Budget	Variance 2024 - 2025		
City Treasurer	102.00	0.00	(102.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
City Tax Assessor	0.00	500,000.00	500,000.00	0.00	(500,000.00)	0.00	0.00	500,000.00	500,000.00	500,000.00	0.00		
Commissioner of Public Safety	164,000.00	135,000.00	(29,000.00)	135,000.00	0.00	135,000.00	0.00	135,000.00	0.00	135,000.00	0.00		
Communications	726,000.00	725,600.00	(400.00)	725,600.00	0.00	725,600.00	0.00	725,600.00	0.00	725,600.00	0.00		
Emergency Mgmt / Homeland Sec.	202,700.00	200,000.00	(2,700.00)	200,000.00	0.00	200,000.00	0.00	200,000.00	0.00	200,000.00	0.00		
Environmental Control	45,000.00	26,000.00	(19,000.00)	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	276,000.00	218,000.00	(58,000.00)	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	76,200.00	150,240.00	74,040.00	150,240.00	0.00	150,240.00	0.00	150,240.00	0.00	150,240.00	0.00		
North Burial Ground	340,000.00	300,000.00	(40,000.00)	300,000.00	0.00	300,000.00	0.00	300,000.00	0.00	300,000.00	0.00		
Parking Administration	4,875,000.00	4,500,000.00	(375,000.00)	4,500,000.00	0.00	4,500,000.00	0.00	4,500,000.00	0.00	4,500,000.00	0.00		
Police	8,357,662.00	6,811,156.00	(1,546,506.00)	7,011,156.00	200,000.00	7,211,156.00	200,000.00	7,411,156.00	200,000.00	7,611,156.00	200,000.00		
Probate Court	166,324.00	156,600.00	(9,724.00)	156,600.00	0.00	156,600.00	0.00	156,600.00	0.00	156,600.00	0.00		
Public Property	129,000.00	126,000.00	(3,000.00)	126,000.00	0.00	126,000.00	0.00	126,000.00	0.00	126,000.00	0.00		
Recorder of Deeds	3,550,108.00	3,550,108.00	0.00	3,550,108.00	0.00	3,550,108.00	0.00	3,550,108.00	0.00	3,550,108.00	0.00		
Sewer Construction	11,000.00	9,000.00	(2,000.00)	9,000.00	0.00	9,000.00	0.00	9,000.00	0.00	9,000.00	0.00		
Traffic Engineering	420,000.00	200,000.00	(220,000.00)	200,000.00	0.00	200,000.00	0.00	200,000.00	0.00	200,000.00	0.00		
Vital Statistics	347,000.00	337,000.00	(10,000.00)	337,000.00	0.00	337,000.00	0.00	337,000.00	0.00	337,000.00	0.00		
Zoning Board of Review	41,952.00	37,000.00	(4,952.00)	37,000.00	0.00	37,000.00	0.00	37,000.00	0.00	37,000.00	0.00		
<b>Total Departmental &amp; Other Revenues</b>	<b>52,249,471.00</b>	<b>51,179,685.16</b>	<b>(1,069,785.84)</b>	<b>49,689,398.91</b>	<b>(1,490,286.25)</b>	<b>46,480,981.39</b>	<b>(3,208,417.52)</b>	<b>44,849,684.99</b>	<b>(1,631,296.40)</b>	<b>44,926,680.27</b>	<b>76,995.28</b>		
<b>Transfers to General Fund:</b>													
Transfer from Fund 252	1,845,000.00	1,882,084.50	37,084.50	1,900,905.35	18,820.84	1,919,914.40	19,009.05	1,939,113.54	19,199.14	1,958,304.68	19,391.14		
Transfer from Fund 256	250,000.00	0.00	(250,000.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Transfer from Fund 283	4,900,000.00	5,100,500.00	200,500.00	5,151,505.00	51,005.00	5,203,020.05	51,515.05	5,255,050.25	52,030.20	5,307,600.75	52,550.50		
Transfer from NBG (Fund 801)	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		
<b>Total Transfers to General Fund</b>	<b>\$7,255,000.00</b>	<b>\$7,242,584.50</b>	<b>(12,415.50)</b>	<b>\$7,312,410.35</b>	<b>69,825.85</b>	<b>\$7,382,934.45</b>	<b>70,524.10</b>	<b>\$7,454,163.79</b>	<b>71,229.34</b>	<b>\$7,526,105.43</b>	<b>71,941.64</b>		
<b>Total General Fund Revenues</b>	<b>506,060,691.00</b>	<b>519,021,754.56</b>	<b>13,561,063.56</b>	<b>528,220,405.93</b>	<b>8,608,651.37</b>	<b>538,671,258.47</b>	<b>10,440,852.54</b>	<b>548,315,992.36</b>	<b>5,644,733.89</b>	<b>551,813,846.65</b>	<b>7,497,854.29</b>		



	2020 Approved Budget	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022- 2023	2024 Projected Budget	Variance 2023 - 2024	2025 Projected Budget	Variance 2024 - 2025
<b>Mayor's Office</b>											
Salaries	2,274,739.00	2,320,233.78	45,494.78	2,389,840.79	69,607.01	2,413,739.20	23,898.41	2,457,876.59	44,137.39	2,463,355.36	24,378.77
Services	164,680.00	107,973.60	3,293.60	171,333.07	3,539.47	174,759.73	3,426.66	178,254.03	3,494.30	181,820.03	3,565.00
Supplies	9,720.00	9,885.24	165.24	10,053.29	168.05	10,224.19	170.91	10,398.01	173.81	10,574.77	176.77
<b>Total - Mayor's Office</b>	<b>2,449,139.00</b>	<b>2,498,092.62</b>	<b>48,953.62</b>	<b>2,571,227.15</b>	<b>73,134.55</b>	<b>2,598,723.13</b>	<b>27,495.98</b>	<b>2,656,529.53</b>	<b>27,806.40</b>	<b>2,694,850.16</b>	<b>28,320.63</b>
<b>City Sergeant</b>											
Salaries	54,838.00	55,934.76	1,096.76	57,612.80	1,678.04	58,188.93	576.13	58,770.82	581.89	59,358.53	587.71
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total - City Sergeant</b>	<b>54,838.00</b>	<b>55,934.76</b>	<b>1,096.76</b>	<b>57,612.80</b>	<b>1,678.04</b>	<b>58,188.93</b>	<b>576.13</b>	<b>58,770.82</b>	<b>581.89</b>	<b>59,358.53</b>	<b>587.71</b>
<b>Law Department</b>											
Salaries	2,456,448.00	2,505,576.96	49,128.96	2,580,744.27	75,167.31	2,606,551.71	25,807.44	2,632,617.23	26,065.52	2,658,943.40	26,326.17
Services	2,425,008.00	2,473,814.16	48,806.16	2,523,290.44	49,476.28	2,573,756.23	50,465.81	2,625,231.38	51,475.13	2,677,736.00	52,504.63
Supplies	54,700.00	55,629.90	929.90	56,575.61	945.71	57,537.39	961.79	58,515.53	978.14	59,510.29	994.76
<b>Total - Law Department</b>	<b>4,936,156.00</b>	<b>5,035,021.02</b>	<b>98,565.02</b>	<b>5,160,610.32</b>	<b>125,589.30</b>	<b>5,237,845.36</b>	<b>77,235.04</b>	<b>5,316,364.14</b>	<b>78,518.78</b>	<b>5,396,189.70</b>	<b>79,825.56</b>
<b>Finance</b>											
Salaries	571,987.00	583,426.74	11,439.74	600,929.54	17,502.80	606,938.84	6,009.30	613,008.23	6,069.39	619,138.31	6,130.08
Services	95,240.00	97,144.80	1,904.80	99,087.70	1,942.90	101,069.45	1,981.75	103,090.84	2,021.39	105,152.66	2,061.82
Supplies	3,600.00	3,661.20	61.20	3,723.44	62.24	3,785.74	63.30	3,851.11	65.37	3,916.58	65.47
<b>Total - Finance</b>	<b>670,827.00</b>	<b>684,232.74</b>	<b>13,405.74</b>	<b>703,740.68</b>	<b>19,397.94</b>	<b>711,795.03</b>	<b>8,064.35</b>	<b>719,950.18</b>	<b>8,155.15</b>	<b>728,307.55</b>	<b>8,357.37</b>
<b>City Controller</b>											
Salaries	790,108.00	805,010.16	15,902.16	830,087.46	24,177.30	838,388.34	8,300.87	846,772.22	8,383.88	855,239.95	8,467.72
Services	15,750.00	16,658.00	908.00	17,140.03	377.73	17,648.31	508.28	18,156.59	508.28	18,664.87	508.28
Supplies	3,000.00	3,053.00	53.00	3,106.87	53.87	3,160.75	53.87	3,214.63	53.87	3,268.51	53.87
<b>Total - City Controller</b>	<b>808,858.00</b>	<b>825,021.16</b>	<b>16,163.16</b>	<b>849,576.63</b>	<b>24,539.47</b>	<b>858,257.98</b>	<b>8,683.55</b>	<b>867,025.79</b>	<b>8,771.81</b>	<b>875,933.04</b>	<b>8,907.25</b>
<b>Retirement Office</b>											
Salaries	316,617.00	322,949.34	6,332.34	332,637.82	9,688.48	335,964.20	3,326.38	339,333.84	3,369.64	342,717.08	3,383.24
Services	19,884.00	20,281.68	397.68	20,687.31	405.63	21,101.06	413.75	21,523.08	422.02	21,953.54	430.46
Supplies	1,590.00	1,617.03	27.03	1,644.52	27.49	1,672.48	27.96	1,700.91	28.43	1,729.34	28.43
<b>Total - Retirement Office</b>	<b>338,091.00</b>	<b>344,848.05</b>	<b>6,757.05</b>	<b>354,969.65</b>	<b>10,121.60</b>	<b>358,737.73</b>	<b>3,768.08</b>	<b>362,547.83</b>	<b>3,810.10</b>	<b>366,400.45</b>	<b>3,852.62</b>
<b>City Collector</b>											
Salaries	781,822.00	797,458.44	15,636.44	821,382.19	23,923.75	829,596.02	8,213.82	837,891.98	8,295.96	846,270.90	8,378.92
Services	964,586.00	983,877.72	19,291.72	1,003,553.27	19,677.55	1,023,626.38	20,071.11	1,044,098.91	20,472.53	1,064,980.89	20,881.98
Supplies	7,500.00	7,627.50	127.50	7,757.17	129.67	7,889.04	131.87	8,023.15	134.11	8,159.55	136.39
<b>Total - City Collector</b>	<b>1,753,908.00</b>	<b>1,788,963.66</b>	<b>35,055.66</b>	<b>1,832,694.64</b>	<b>45,738.98</b>	<b>1,861,111.43</b>	<b>28,416.80</b>	<b>1,890,014.04</b>	<b>28,902.60</b>	<b>1,919,411.33</b>	<b>29,397.29</b>
<b>City Tax Assessor</b>											
Salaries	1,033,713.00	1,054,387.26	20,674.26	1,086,018.88	31,631.62	1,096,879.07	10,860.19	1,107,847.86	10,968.79	1,118,926.34	11,078.48
Services	204,188.00	208,271.76	4,083.76	212,437.20	4,165.44	216,685.94	4,248.74	221,019.66	4,333.72	225,440.05	4,420.39
Supplies	4,500.00	4,576.50	76.50	4,654.30	77.80	4,732.42	78.12	4,813.89	80.47	4,895.73	81.84
<b>Total - City Tax Assessor</b>	<b>1,242,401.00</b>	<b>1,267,235.52</b>	<b>24,834.52</b>	<b>1,303,110.37</b>	<b>35,874.85</b>	<b>1,318,298.43</b>	<b>15,188.06</b>	<b>1,333,681.41</b>	<b>15,382.98</b>	<b>1,349,262.11</b>	<b>15,580.71</b>
<b>Board of Tax Assessment &amp; Review</b>											
Salaries	16,000.00	16,320.00	320.00	16,809.60	489.60	16,977.70	166.10	17,147.47	169.78	17,318.95	171.47
<b>Total - Board of Tax Assessment &amp; Review</b>	<b>16,000.00</b>	<b>16,320.00</b>	<b>320.00</b>	<b>16,809.60</b>	<b>489.60</b>	<b>16,977.70</b>	<b>166.10</b>	<b>17,147.47</b>	<b>169.78</b>	<b>17,318.95</b>	<b>171.47</b>
<b>Recorder of Deeds</b>											
Salaries	224,073.00	229,472.46	4,499.46	236,356.63	6,884.17	238,720.20	2,363.57	241,107.40	2,387.20	243,518.48	2,411.07
Services	112,600.00	114,852.00	2,252.00	117,149.04	2,297.04	119,492.02	2,342.98	121,881.86	2,389.84	124,319.50	2,437.64
Supplies	1,000.00	1,118.70	118.70	1,137.72	119.02	1,157.06	19.34	1,176.73	19.67	1,196.73	20.00
<b>Total - Recorder of Deeds</b>	<b>338,673.00</b>	<b>345,443.16</b>	<b>6,770.16</b>	<b>354,645.39</b>	<b>9,202.23</b>	<b>359,469.28</b>	<b>4,725.89</b>	<b>364,165.99</b>	<b>4,796.71</b>	<b>369,034.71</b>	<b>4,868.72</b>

	2020 Approved Budget	2021 Projected Budget	Variance - 2020 - 2021	2022 Projected Budget	Variance - 2021 - 2022	2023 Projected Budget	Variance - 2022 - 2023	2024 Projected Budget	Variance - 2023 - 2024	2025 Projected Budget	Variance - 2024 - 2025
<b>Data Processing</b>											
Salaries	1,447,804.00	1,476,760.08	28,956.08	1,521,060.88	44,302.80	1,536,273.51	15,210.63	1,551,636.25	15,362.74	1,567,152.61	15,516.36
Services	1,312,400.00	1,338,648.00	26,248.00	1,365,420.96	26,772.96	1,392,719.38	27,298.42	1,420,983.97	27,264.59	1,449,248.65	28,264.68
Supplies	345,500.00	351,371.50	5,872.50	357,346.85	5,975.35	363,401.75	6,054.90	369,589.92	6,188.17	375,883.11	6,293.19
<b>Total - Data Processing</b>	<b>3,105,704.00</b>	<b>3,166,781.58</b>	<b>61,077.58</b>	<b>3,243,830.69</b>	<b>77,049.11</b>	<b>3,292,424.64</b>	<b>48,593.94</b>	<b>3,341,820.13</b>	<b>49,395.49</b>	<b>3,392,031.37</b>	<b>50,211.24</b>
<b>Personnel</b>											
Salaries	1,310,152.00	1,336,355.04	26,203.04	1,376,445.69	40,090.65	1,390,210.15	13,764.46	1,404,112.25	13,902.10	1,418,153.37	14,041.12
Services	153,550.00	156,621.00	3,071.00	159,753.42	3,132.42	162,948.49	3,195.07	166,207.46	3,258.97	169,531.61	3,324.15
Supplies	500.00	508.50	8.50	517.14	8.64	525.94	8.79	534.88	8.94	543.97	9.09
<b>Total - Personnel</b>	<b>1,464,202.00</b>	<b>1,493,484.54</b>	<b>29,282.54</b>	<b>1,536,716.26</b>	<b>43,231.72</b>	<b>1,553,684.57</b>	<b>16,968.32</b>	<b>1,570,854.59</b>	<b>17,170.01</b>	<b>1,588,238.95</b>	<b>17,374.36</b>
<b>Commissioner of Public Safety</b>											
Salaries	766,827.00	782,163.54	15,336.54	805,628.45	23,464.91	813,684.75	8,056.30	821,821.58	8,136.83	830,039.79	8,218.22
Services	672,124.00	685,566.48	13,442.48	699,277.81	13,711.33	713,263.37	13,985.56	727,528.63	14,265.27	742,079.21	14,550.57
Supplies	21,250.00	21,611.25	361.25	21,978.64	367.39	22,352.28	373.64	22,732.27	379.99	23,118.72	386.45
<b>Total - Commissioner of Public Safety</b>	<b>1,460,201.00</b>	<b>1,489,341.27</b>	<b>29,140.27</b>	<b>1,526,884.90</b>	<b>37,543.63</b>	<b>1,549,300.37</b>	<b>22,415.48</b>	<b>1,572,082.48</b>	<b>22,782.10</b>	<b>1,595,237.71</b>	<b>23,155.24</b>
<b>Police</b>											
Salaries	41,067,208.00	41,888,552.16	821,344.16	43,145,208.72	1,256,656.56	43,576,660.81	431,452.09	44,012,427.42	435,766.61	44,452,551.69	440,124.27
Services	5,779,066.00	5,894,647.32	115,581.32	6,012,940.27	117,892.95	6,132,791.07	120,250.81	6,255,446.89	122,655.82	6,380,555.83	125,108.94
Supplies	1,826,928.00	1,857,985.78	31,057.78	1,889,571.53	31,583.76	1,921,694.25	32,122.72	1,954,363.05	32,668.80	1,987,387.22	33,024.17
<b>Total - Police</b>	<b>48,673,202.00</b>	<b>49,641,185.26</b>	<b>967,983.26</b>	<b>51,047,370.53</b>	<b>1,406,135.27</b>	<b>51,631,146.13</b>	<b>583,825.61</b>	<b>52,222,337.37</b>	<b>591,691.23</b>	<b>53,820,694.75</b>	<b>596,457.38</b>
<b>Fire</b>											
Salaries	37,806,537.00	38,562,667.74	756,130.74	39,719,547.77	1,156,880.03	40,116,745.25	397,197.48	40,517,910.68	401,167.43	40,923,089.79	405,179.11
Services	494,693.00	504,586.86	9,893.86	514,678.60	10,091.74	524,770.17	10,091.57	534,861.74	10,091.57	544,953.31	10,091.57
Supplies	1,558,543.00	1,585,038.23	26,495.23	1,611,883.88	26,840.65	1,639,385.61	27,501.73	1,667,237.20	27,851.59	1,695,600.57	28,363.37
<b>Total - Fire</b>	<b>39,859,773.00</b>	<b>40,652,292.83</b>	<b>792,519.83</b>	<b>41,846,210.25</b>	<b>1,193,517.42</b>	<b>42,281,103.03</b>	<b>434,892.78</b>	<b>42,720,939.49</b>	<b>439,336.47</b>	<b>43,164,971.40</b>	<b>44,241.91</b>
<b>Communications</b>											
Salaries	4,830,184.00	4,926,787.68	96,603.68	5,074,591.31	147,803.63	5,125,337.22	50,745.91	5,176,590.60	51,253.27	5,228,356.50	51,765.91
Services	1,486,613.00	1,516,345.26	29,732.26	1,546,672.17	30,326.91	1,577,605.61	30,933.44	1,609,157.72	31,522.11	1,641,340.88	32,183.15
Supplies	128,500.00	130,684.50	2,184.50	132,906.14	2,221.64	135,165.54	2,259.40	137,463.36	2,297.81	139,800.23	2,336.88
<b>Total - Communications</b>	<b>6,445,297.00</b>	<b>6,573,817.44</b>	<b>128,520.44</b>	<b>6,754,169.61</b>	<b>180,352.17</b>	<b>6,838,108.37</b>	<b>83,838.76</b>	<b>6,923,211.67</b>	<b>85,103.30</b>	<b>7,009,497.61</b>	<b>86,286.94</b>
<b>Emergency Mgmt / Homeland Sec.</b>											
Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Salaries	331,659.00	338,292.18	6,633.18	348,440.95	10,148.77	351,925.35	3,484.41	355,444.61	3,519.25	358,999.05	3,554.45
Services	138,153.00	140,916.06	2,763.06	143,734.38	2,818.32	146,609.07	2,874.69	149,541.25	2,932.18	152,532.08	2,990.83
Supplies	23,665.00	23,660.51	395.50	24,062.73	402.23	24,471.80	409.07	24,887.82	416.02	25,310.91	423.09
<b>Total - Emergency Mgmt / Homeland Sec.</b>	<b>493,077.00</b>	<b>502,868.75</b>	<b>9,791.74</b>	<b>516,238.06</b>	<b>13,463.32</b>	<b>523,006.22</b>	<b>6,768.16</b>	<b>529,873.68</b>	<b>6,867.46</b>	<b>536,842.04</b>	<b>6,968.36</b>
<b>Planning &amp; Development</b>											
Salaries	1,799,993.00	1,835,992.86	35,999.86	1,891,072.65	55,079.79	1,909,983.37	18,910.73	1,929,083.21	19,099.83	1,948,374.04	19,290.83
Services	834,321.00	851,007.42	16,686.42	868,027.57	17,026.15	885,388.12	17,360.55	903,095.88	17,707.76	921,157.80	18,061.92
Supplies	10,300.00	10,475.10	175.10	10,653.18	178.08	10,834.28	181.10	11,018.46	184.18	11,205.78	187.31
<b>Total - Planning &amp; Development</b>	<b>2,644,614.00</b>	<b>2,697,475.38</b>	<b>52,861.38</b>	<b>2,769,753.39</b>	<b>72,278.01</b>	<b>2,806,265.77</b>	<b>36,452.38</b>	<b>2,843,197.55</b>	<b>36,891.78</b>	<b>2,880,737.62</b>	<b>37,540.06</b>
<b>Office of Economic Opportunity</b>											
Salaries	480,594.00	490,552.68	9,958.68	505,269.26	14,716.58	510,321.95	5,052.69	515,425.17	5,103.22	520,579.42	5,154.25
Services	1,361,500.00	1,388,730.00	27,230.00	1,416,504.60	27,774.60	1,444,834.69	28,330.09	1,473,731.39	28,896.69	1,503,206.01	29,474.63
Supplies	1,842,334.00	1,879,282.68	36,948.68	1,921,775.86	42,491.18	1,955,156.65	33,382.78	1,989,156.56	33,999.91	2,023,785.44	34,628.88
<b>Total - Traffic Engineering</b>	<b>1,842,334.00</b>	<b>1,879,282.68</b>	<b>36,948.68</b>	<b>1,921,775.86</b>	<b>42,491.18</b>	<b>1,955,156.65</b>	<b>33,382.78</b>	<b>1,989,156.56</b>	<b>33,999.91</b>	<b>2,023,785.44</b>	<b>34,628.88</b>
<b>Traffic Engineering</b>											
Salaries	637,961.00	650,720.22	12,759.22	670,241.83	19,321.61	676,944.24	6,702.42	683,713.60	6,769.41	690,550.82	6,837.11
Services	455,000.00	464,100.00	9,100.00	473,385.00	8,285.00	482,849.64	9,464.64	492,506.63	9,656.99	502,356.77	9,850.14
Supplies	65,000.00	66,105.00	1,105.00	67,228.79	1,123.79	68,371.67	1,142.89	69,533.99	1,162.32	70,716.37	1,182.38
<b>Total - Traffic Engineering</b>	<b>1,157,961.00</b>	<b>1,180,925.22</b>	<b>22,964.22</b>	<b>1,210,855.61</b>	<b>29,827.39</b>	<b>1,228,165.56</b>	<b>17,312.93</b>	<b>1,245,754.31</b>	<b>17,588.75</b>	<b>1,263,623.66</b>	<b>17,869.35</b>

	2020 Approved Budget	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022- 2023	2024 Projected Budget	Variance 2023 - 2024	2025 Projected Budget	Variance 2024 - 2025
<b>Public Works Administration</b>											
Salaries	582,976.00	594,635.52	11,659.52	612,474.59	17,839.07	618,599.33	6,124.75	624,785.32	6,185.99	631,033.18	6,247.85
Services	73,400.00	74,868.00	1,468.00	76,365.36	1,997.36	77,892.67	1,527.31	79,450.52	1,557.85	81,039.53	1,589.01
Supplies	4,900.00	4,068.00	(832.00)	4,137.16	69.16	4,207.49	70.33	4,270.01	62.52	4,331.76	61.75
<b>Total - Public Works Administration</b>	<b>660,276.00</b>	<b>673,571.52</b>	<b>13,195.52</b>	<b>692,877.10</b>	<b>19,405.58</b>	<b>700,699.49</b>	<b>7,722.38</b>	<b>708,514.86</b>	<b>7,815.37</b>	<b>716,424.47</b>	<b>7,909.61</b>
<b>Engineering &amp; Sanitation</b>											
Salaries	657,373.00	670,520.46	13,147.46	690,636.07	20,115.61	697,542.43	6,906.36	704,517.86	6,975.42	711,463.04	7,045.18
Services	200,000.00	204,000.00	4,000.00	208,080.00	4,080.00	212,241.60	4,161.60	216,486.43	4,244.83	220,816.16	4,329.73
Supplies	500.00	508.50	8.50	517.14	8.64	525.94	8.79	534.88	8.94	543.97	9.09
<b>Total - Engineering &amp; Sanitation</b>	<b>857,873.00</b>	<b>875,028.96</b>	<b>17,155.96</b>	<b>899,233.22</b>	<b>24,204.26</b>	<b>910,309.97</b>	<b>11,076.75</b>	<b>921,539.17</b>	<b>11,229.20</b>	<b>932,923.17</b>	<b>11,384.00</b>
<b>Environmental Control</b>											
Salaries	572,579.00	584,030.58	11,451.58	601,551.50	17,520.92	607,567.01	6,015.51	613,642.68	6,075.67	619,779.11	6,136.43
Services	9,906,900.00	10,105,038.00	198,138.00	10,207,138.76	202,100.76	10,313,281.54	206,142.78	10,723,547.17	210,265.63	10,938,018.11	214,470.94
Supplies	11,000.00	11,187.00	187.00	11,377.18	190.18	11,570.59	193.41	11,767.29	196.70	11,967.34	200.04
<b>Total - Environmental Control</b>	<b>10,490,479.00</b>	<b>10,700,255.58</b>	<b>209,776.58</b>	<b>10,820,067.44</b>	<b>219,811.86</b>	<b>11,132,419.14</b>	<b>212,351.70</b>	<b>11,348,957.14</b>	<b>216,538.00</b>	<b>11,569,764.55</b>	<b>220,807.41</b>
<b>Highway</b>											
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	2,412,227.00	2,465,042.94	48,345.94	2,539,612.23	73,869.29	2,565,008.35	25,396.12	2,590,638.43	25,630.08	2,616,565.02	25,926.58
Services	50,000.00	50,000.00	0.00	52,020.00	2,020.00	53,060.40	1,040.40	54,121.61	1,061.21	55,204.04	1,082.43
Supplies	172,500.00	173,435.50	935.50	178,414.85	2,882.35	181,447.90	3,033.05	184,532.52	3,084.61	187,669.57	3,137.05
<b>Total - Highway</b>	<b>2,739,797.00</b>	<b>2,792,078.44</b>	<b>52,278.44</b>	<b>2,870,447.05</b>	<b>77,717.64</b>	<b>2,899,516.66</b>	<b>29,469.57</b>	<b>2,929,312.56</b>	<b>29,795.91</b>	<b>2,959,438.63</b>	<b>30,126.07</b>
<b>Snow Removal</b>											
Salaries	500,000.00	510,000.00	10,000.00	525,300.00	15,300.00	530,553.00	5,253.00	535,858.53	5,305.53	541,217.12	5,358.59
Services	705,000.00	719,100.00	14,100.00	733,482.00	14,382.00	748,151.64	14,669.64	763,114.67	14,963.03	778,276.97	15,162.29
Supplies	973,500.00	990,049.50	16,549.50	1,006,880.34	16,830.84	1,023,987.31	17,106.97	1,041,405.26	17,418.95	1,059,091.15	17,685.89
<b>Total - Snow Removal</b>	<b>2,178,500.00</b>	<b>2,219,149.50</b>	<b>40,649.50</b>	<b>2,265,662.34</b>	<b>46,512.84</b>	<b>2,302,701.95</b>	<b>37,039.61</b>	<b>2,340,378.46</b>	<b>37,676.52</b>	<b>2,378,785.25</b>	<b>38,406.79</b>
<b>Sewer Construction</b>											
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	512,727.00	522,981.54	10,254.54	538,670.99	15,689.45	544,057.70	5,386.71	549,498.27	5,440.58	554,993.26	5,494.98
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies	62,000.00	63,054.00	1,054.00	64,125.92	1,071.92	65,216.06	1,090.14	66,324.73	1,108.67	67,452.25	1,127.52
<b>Total - Sewer Construction</b>	<b>624,727.00</b>	<b>586,035.54</b>	<b>(38,691.46)</b>	<b>602,796.90</b>	<b>16,761.36</b>	<b>609,273.75</b>	<b>6,476.85</b>	<b>615,823.00</b>	<b>6,549.25</b>	<b>622,445.51</b>	<b>6,622.50</b>
<b>Garage R&amp;M Equipment</b>											
Salaries	434,061.00	442,742.22	8,681.22	456,024.49	13,282.27	460,384.73	4,360.24	465,190.58	4,805.85	469,842.48	4,651.91
Services	156,000.00	159,120.00	3,120.00	162,302.40	3,182.40	165,548.45	3,246.05	168,859.42	3,310.97	172,236.61	3,377.19
Supplies	40,000.00	40,680.00	680.00	41,371.56	691.56	42,074.88	703.32	42,790.15	715.27	43,517.58	727.43
<b>Total - Garage R&amp;M Equipment</b>	<b>630,061.00</b>	<b>642,542.22</b>	<b>12,481.22</b>	<b>659,696.45</b>	<b>17,156.23</b>	<b>668,208.06</b>	<b>8,509.61</b>	<b>676,840.15</b>	<b>8,632.09</b>	<b>685,596.67</b>	<b>8,756.53</b>
<b>Parking Administration</b>											
Salaries	229,910.00	234,508.20	4,598.20	241,543.45	7,035.25	243,958.88	2,415.43	246,398.47	2,439.59	248,862.45	2,463.98
Services	506,793.00	516,928.86	10,135.86	527,267.44	10,338.58	537,812.79	10,545.35	548,569.04	10,756.26	559,540.42	10,971.38
Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total - Parking Administration</b>	<b>736,703.00</b>	<b>751,437.06</b>	<b>14,734.06</b>	<b>768,810.88</b>	<b>17,373.82</b>	<b>781,771.67</b>	<b>12,906.78</b>	<b>794,967.51</b>	<b>13,195.84</b>	<b>808,402.88</b>	<b>13,435.37</b>
<b>Recreation</b>											
Salaries	1,580,860.00	1,612,477.20	31,617.20	1,660,851.52	48,374.32	1,677,460.03	16,608.52	1,694,234.63	16,774.60	1,711,176.98	16,942.35
Services	153,000.00	156,090.00	3,090.00	159,621.20	3,121.20	162,364.82	3,183.62	165,162.12	3,247.30	168,024.36	3,312.24
Supplies	80,500.00	81,868.50	1,368.50	83,480.96	1,612.96	85,209.69	1,728.73	86,951.18	1,741.49	88,719.13	1,767.96
<b>Total - Recreation</b>	<b>1,814,360.00</b>	<b>1,850,435.70</b>	<b>36,075.70</b>	<b>1,903,953.68</b>	<b>52,070.38</b>	<b>1,924,860.54</b>	<b>21,217.56</b>	<b>1,945,346.93</b>	<b>21,486.18</b>	<b>1,967,906.47</b>	<b>21,718.55</b>

	2020 Approved Budget	2021 Projected Budget	Variance - 2020 - 2021	2022 Projected Budget	Variance - 2021 - 2022	2023 Projected Budget	Variance - 2022 - 2023	2024 Projected Budget	Variance - 2023 - 2024	2025 Projected Budget	Variance - 2024 - 2025
<b>Recreation Seasonal</b>											
Salaries	799,000.00	814,980.00	15,980.00	839,429.40	24,449.40	847,823.69	8,394.29	856,301.95	8,478.21	864,864.05	8,562.02
Services	50,000.00	51,000.00	1,000.00	52,020.00	1,020.00	53,060.40	1,040.40	54,121.61	1,061.21	55,204.04	1,082.43
<b>Total - Recreation Seasonal</b>	<b>849,000.00</b>	<b>865,980.00</b>	<b>16,980.00</b>	<b>891,449.40</b>	<b>25,469.40</b>	<b>900,884.09</b>	<b>9,434.69</b>	<b>910,423.54</b>	<b>9,538.44</b>	<b>920,068.99</b>	<b>9,645.45</b>
<b>Neighborhood Park Services</b>											
Salaries	2,790,329.00	2,846,135.58	55,806.58	2,931,519.65	85,384.07	2,960,834.84	29,315.20	2,990,443.19	29,608.35	3,020,347.62	29,904.43
Services	384,900.00	392,598.00	7,698.00	400,449.96	7,851.96	408,458.96	8,009.00	416,638.14	8,169.18	424,960.70	8,322.56
Supplies	285,750.00	290,607.75	4,857.75	295,548.08	4,940.33	300,572.40	5,024.32	305,682.13	5,109.73	310,878.73	5,196.60
<b>Total - Neighborhood Park Services</b>	<b>3,460,979.00</b>	<b>3,529,341.33</b>	<b>68,362.33</b>	<b>3,627,517.69</b>	<b>98,176.36</b>	<b>3,669,866.20</b>	<b>42,346.51</b>	<b>3,712,763.46</b>	<b>42,897.26</b>	<b>3,756,187.05</b>	<b>43,423.59</b>
<b>Forestry Services</b>											
Salaries	818,400.00	834,768.00	16,368.00	859,811.04	25,043.04	868,409.15	8,598.11	877,093.24	8,684.09	885,864.17	8,770.93
Services	168,106.00	171,468.12	3,362.12	174,897.48	3,429.36	178,395.43	3,497.95	181,963.34	3,567.91	185,602.61	3,639.27
Supplies	7,000.00	7,119.00	119.00	7,240.02	121.02	7,363.10	123.08	7,488.28	125.17	7,615.38	127.10
<b>Total - Forestry Services</b>	<b>993,506.00</b>	<b>1,013,355.12</b>	<b>19,849.12</b>	<b>1,041,948.55</b>	<b>28,593.43</b>	<b>1,054,167.69</b>	<b>12,218.14</b>	<b>1,066,544.86</b>	<b>12,377.17</b>	<b>1,079,082.36</b>	<b>12,537.50</b>
<b>Zoological Services</b>											
Salaries	1,597,285.00	1,639,230.70	31,945.70	1,678,107.62	48,876.92	1,694,888.70	16,781.08	1,711,837.58	16,948.89	1,728,955.56	17,118.38
Services	145,000.00	147,900.00	2,900.00	150,858.00	2,958.00	153,875.16	3,017.16	156,952.66	3,077.50	160,091.72	3,139.05
<b>Total - Zoological Services</b>	<b>1,742,285.00</b>	<b>1,771,130.70</b>	<b>34,845.70</b>	<b>1,828,965.62</b>	<b>51,834.92</b>	<b>1,848,763.86</b>	<b>19,792.24</b>	<b>1,868,790.25</b>	<b>20,026.39</b>	<b>1,889,047.68</b>	<b>20,257.43</b>
<b>Greenhouse</b>											
Salaries	351,021.00	358,041.42	7,020.42	368,782.66	10,741.24	372,470.49	3,687.83	376,195.19	3,724.70	379,957.15	3,761.95
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
<b>Total - Greenhouse</b>	<b>351,021.00</b>	<b>358,041.42</b>	<b>7,020.42</b>	<b>368,782.66</b>	<b>10,741.24</b>	<b>372,470.49</b>	<b>3,687.83</b>	<b>376,195.19</b>	<b>3,724.70</b>	<b>379,957.15</b>	<b>3,761.95</b>
<b>Roger Williams Park Services</b>											
Salaries	854,003.00	871,083.06	17,080.06	897,215.55	26,132.49	906,187.71	8,972.16	915,240.58	9,061.88	924,402.08	9,161.50
Services	17,000.00	17,340.00	340.00	17,686.80	346.80	18,049.54	363.74	18,401.35	351.81	18,769.57	368.05
Supplies	4,000.00	4,068.00	68.00	4,137.16	69.16	4,207.49	70.33	4,279.01	71.53	4,351.76	72.74
<b>Total - Roger Williams Park Services</b>	<b>875,003.00</b>	<b>892,491.06</b>	<b>17,488.06</b>	<b>919,039.51</b>	<b>26,546.45</b>	<b>928,435.73</b>	<b>9,392.22</b>	<b>937,929.95</b>	<b>9,494.22</b>	<b>947,523.21</b>	<b>9,593.27</b>
<b>Superintendent of Parks</b>											
Salaries	630,256.00	642,861.12	12,605.12	662,146.95	19,285.83	668,768.42	6,621.47	675,456.11	6,687.68	682,210.67	6,754.56
Services	111,500.00	113,730.00	2,230.00	116,004.60	2,274.60	118,324.69	2,320.09	120,691.19	2,366.49	123,105.01	2,413.82
Supplies	3,840.00	3,905.28	65.28	3,971.67	66.39	4,039.19	67.52	4,107.85	68.67	4,177.69	69.83
<b>Total - Superintendent of Parks</b>	<b>745,596.00</b>	<b>760,496.40</b>	<b>14,900.40</b>	<b>782,123.22</b>	<b>21,626.62</b>	<b>791,132.30</b>	<b>9,009.08</b>	<b>800,255.15</b>	<b>9,122.84</b>	<b>809,493.37</b>	<b>9,238.22</b>
<b>North Burial Ground</b>											
Salaries	382,817.00	390,473.34	7,656.34	402,187.54	11,714.20	406,209.42	4,021.88	410,271.51	4,062.09	414,374.22	4,102.72
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
<b>Total - North Burial Ground</b>	<b>382,817.00</b>	<b>390,473.34</b>	<b>7,656.34</b>	<b>402,187.54</b>	<b>11,714.20</b>	<b>406,209.42</b>	<b>4,021.88</b>	<b>410,271.51</b>	<b>4,062.09</b>	<b>414,374.22</b>	<b>4,102.72</b>
<b>Building Administration</b>											
Salaries	655,501.00	668,611.02	13,110.02	688,669.35	20,058.33	695,556.04	6,886.69	702,511.60	6,955.56	709,536.72	7,025.12
Services	698,380.00	712,347.60	13,967.60	726,594.55	14,246.95	741,126.44	14,531.89	755,948.97	14,822.53	771,067.95	15,118.98
Supplies	1,200.00	1,220.40	20.40	1,241.15	20.75	1,262.25	21.10	1,283.70	21.46	1,305.53	21.82
<b>Total - Building Administration</b>	<b>1,355,081.00</b>	<b>1,382,179.02</b>	<b>27,098.02</b>	<b>1,416,505.05</b>	<b>34,326.03</b>	<b>1,437,944.73</b>	<b>21,439.68</b>	<b>1,459,744.28</b>	<b>21,799.55</b>	<b>1,481,910.20</b>	<b>22,165.92</b>
<b>Structures &amp; Zoning</b>											
Salaries	982,036.00	1,001,676.72	19,640.72	1,031,727.02	30,050.30	1,042,044.29	10,317.27	1,052,464.73	10,420.44	1,062,989.38	10,524.65
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total - Structures &amp; Zoning</b>	<b>982,036.00</b>	<b>1,001,676.72</b>	<b>19,640.72</b>	<b>1,031,727.02</b>	<b>30,050.30</b>	<b>1,042,044.29</b>	<b>10,317.27</b>	<b>1,052,464.73</b>	<b>10,420.44</b>	<b>1,062,989.38</b>	<b>10,524.65</b>
<b>Plumbing Drainage &amp; Gas Piping</b>											
Salaries	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
Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total - Plumbing Drainage &amp; Gas Piping</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

	2020 Approved Budget	2021 Projected Budget	Variance 2020-2021	2022 Projected Budget	Variance 2021-2022	2023 Projected Budget	Variance 2022-2023	2024 Projected Budget	Variance 2023-2024	2025 Projected Budget	Variance 2024-2025
Salaries	260,397.00	265,604.94	5,207.94	273,573.09	7,968.15	276,306.82	2,733.73	279,071.91	2,765.09	281,862.63	2,790.72
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total - Plumbing Drainage &amp; Gas Piping</b>	<b>260,397.00</b>	<b>265,604.94</b>	<b>5,207.94</b>	<b>273,573.09</b>	<b>7,968.15</b>	<b>276,306.82</b>	<b>2,733.73</b>	<b>279,071.91</b>	<b>2,765.09</b>	<b>281,862.63</b>	<b>2,790.72</b>
Electrical Installation											
Salaries	178,175.00	181,738.50	3,563.50	187,190.66	5,452.16	189,053.56	1,862.90	190,935.19	1,881.63	192,862.72	1,900.53
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total - Electrical Installation</b>	<b>178,175.00</b>	<b>181,738.50</b>	<b>3,563.50</b>	<b>187,190.66</b>	<b>5,452.16</b>	<b>189,053.56</b>	<b>1,862.90</b>	<b>190,935.19</b>	<b>1,881.63</b>	<b>192,862.72</b>	<b>1,900.53</b>
Zoning Board of Review											
Salaries	18,000.00	18,360.00	360.00	18,910.80	550.80	19,099.91	188.11	19,290.91	191.00	19,483.82	192.91
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total - Zoning Board of Review</b>	<b>18,000.00</b>	<b>18,360.00</b>	<b>360.00</b>	<b>18,910.80</b>	<b>550.80</b>	<b>19,099.91</b>	<b>188.11</b>	<b>19,290.91</b>	<b>191.00</b>	<b>19,483.82</b>	<b>192.91</b>
Building Board											
Salaries	13,000.00	13,260.00	260.00	13,657.80	397.80	13,794.38	136.58	13,932.32	137.94	14,071.64	139.32
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total - Building Board</b>	<b>13,000.00</b>	<b>13,260.00</b>	<b>260.00</b>	<b>13,657.80</b>	<b>397.80</b>	<b>13,794.38</b>	<b>136.58</b>	<b>13,932.32</b>	<b>137.94</b>	<b>14,071.64</b>	<b>139.32</b>
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	1,887,585.00	1,925,336.70	37,751.70	1,983,096.80	57,760.10	2,002,927.77	19,830.97	2,022,857.05	20,029.28	2,043,186.62	20,229.57
Services	2,838,200.00	2,895,066.00	56,866.00	2,952,967.32	57,901.32	3,012,026.67	59,059.35	3,072,267.20	60,240.53	3,133,712.54	61,445.34
Supplies	1,372,000.00	1,395,324.00	23,324.00	1,419,044.51	23,720.51	1,443,168.26	24,123.76	1,467,702.13	24,533.86	1,492,653.06	24,950.94
<b>Total - Public Property</b>	<b>6,097,885.00</b>	<b>6,215,726.70</b>	<b>117,841.70</b>	<b>6,385,108.63</b>	<b>139,481.93</b>	<b>6,458,122.70</b>	<b>103,014.07</b>	<b>6,562,226.37</b>	<b>104,083.67</b>	<b>6,669,552.22</b>	<b>106,325.85</b>
Municipal Court											
Salaries	764,112.00	779,394.24	15,282.24	802,776.07	23,381.83	810,803.83	8,027.76	818,911.87	8,108.04	827,100.98	8,189.12
Services	8,750.00	8,925.00	175.00	9,103.50	178.50	9,285.57	182.07	9,471.28	185.71	9,660.71	189.43
Supplies	30,000.00	30,510.00	510.00	31,028.67	518.67	31,556.16	527.49	32,092.61	536.45	32,638.19	545.57
<b>Total - Municipal Court</b>	<b>802,862.00</b>	<b>818,829.24</b>	<b>15,967.24</b>	<b>842,908.24</b>	<b>24,079.00</b>	<b>851,645.56</b>	<b>8,737.32</b>	<b>860,475.76</b>	<b>8,838.20</b>	<b>869,399.88</b>	<b>8,924.12</b>
Probate Court											
Salaries	282,585.00	288,235.70	5,651.70	296,883.80	8,647.10	299,852.64	2,968.84	302,851.17	2,998.53	305,879.68	3,028.51
Services	34,573.00	35,264.46	691.46	35,886.75	702.29	36,689.14	712.39	37,422.95	733.78	38,171.39	748.46
Supplies	600.00	610.20	10.20	620.57	10.57	631.12	10.55	641.85	10.73	652.76	10.91
<b>Total - Probate Court</b>	<b>317,758.00</b>	<b>324,111.36</b>	<b>6,353.36</b>	<b>332,474.12</b>	<b>9,627.76</b>	<b>337,172.51</b>	<b>3,068.78</b>	<b>340,515.94</b>	<b>3,343.04</b>	<b>344,703.83</b>	<b>3,787.88</b>
Housing Court											
Salaries	270,124.00	275,526.48	5,402.48	283,792.27	8,265.79	286,630.20	2,837.93	289,406.50	2,866.30	292,301.46	2,894.06
Services	3,840.00	3,916.80	76.80	3,995.14	78.34	4,075.04	79.90	4,156.54	81.50	4,239.67	83.13
Supplies	100.00	101.70	1.70	103.43	1.73	105.19	1.76	106.98	1.79	108.79	1.81
<b>Total - Housing Court</b>	<b>274,064.00</b>	<b>279,544.98</b>	<b>5,480.98</b>	<b>287,890.84</b>	<b>8,445.86</b>	<b>290,810.42</b>	<b>2,915.58</b>	<b>293,760.01</b>	<b>2,949.59</b>	<b>296,739.93</b>	<b>2,979.91</b>
Housing Authority											
Salaries	8,000.00	8,160.00	160.00	8,404.80	244.80	8,488.85	84.05	8,573.74	84.89	8,659.47	85.74
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total - Housing Authority</b>	<b>8,000.00</b>	<b>8,160.00</b>	<b>160.00</b>	<b>8,404.80</b>	<b>244.80</b>	<b>8,488.85</b>	<b>84.05</b>	<b>8,573.74</b>	<b>84.89</b>	<b>8,659.47</b>	<b>85.74</b>

	2020 Approved Budget	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023 - 2024	2025 Projected Budget	Variance 2024 - 2025
<b>PERA</b>											
Salaries	154,279.00	157,364.58	3,085.58	162,085.52	4,720.94	163,706.37	1,620.86	165,343.44	1,637.06	166,906.87	1,663.43
Services	107,500.00	109,650.00	2,150.00	111,843.00	2,193.00	114,079.86	2,236.86	116,361.46	2,281.60	118,688.69	2,327.23
Supplies	5,000.00	5,085.00	85.00	5,171.45	86.44	5,259.36	87.91	5,348.77	89.41	5,439.60	90.83
<b>Total - PERA</b>	<b>266,779.00</b>	<b>272,099.58</b>	<b>5,320.58</b>	<b>279,005.96</b>	<b>7,000.38</b>	<b>283,045.59</b>	<b>3,945.63</b>	<b>287,653.66</b>	<b>4,608.07</b>	<b>291,125.25</b>	<b>4,071.59</b>
<b>League of Cities &amp; Towns</b>											
Services	59,811.00	61,007.22	1,196.22	62,227.36	1,220.14	63,471.91	1,244.55	64,741.35	1,269.44	66,036.18	1,294.83
<b>Total - League of Cities &amp; Towns</b>	<b>59,811.00</b>	<b>61,007.22</b>	<b>1,196.22</b>	<b>62,227.36</b>	<b>1,220.14</b>	<b>63,471.91</b>	<b>1,244.55</b>	<b>64,741.35</b>	<b>1,269.44</b>	<b>66,036.18</b>	<b>1,294.83</b>
<b>Human Relations</b>											
Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Salaries	58,876.00	60,053.52	1,177.52	61,855.13	1,801.61	62,473.68	618.55	63,098.41	624.74	63,729.40	630.98
Services	20,125.00	20,527.50	402.50	20,938.05	410.55	21,356.81	418.76	21,783.95	427.14	22,219.63	435.68
Supplies	2,450.00	2,491.65	41.65	2,534.01	42.36	2,577.09	43.08	2,620.90	43.81	2,665.45	44.56
<b>Total - Human Relations</b>	<b>81,451.00</b>	<b>83,072.67</b>	<b>1,621.67</b>	<b>85,327.18</b>	<b>2,354.51</b>	<b>86,407.57</b>	<b>1,080.39</b>	<b>87,503.26</b>	<b>1,095.68</b>	<b>88,614.48</b>	<b>1,111.22</b>
<b>Arts, Culture, Film, &amp; Tourism</b>											
Salaries	380,422.00	388,030.44	7,608.44	399,671.35	11,640.91	403,668.07	3,996.71	407,704.75	4,036.68	411,781.79	4,077.05
Services	1,118,178.00	1,140,541.56	22,363.56	1,163,352.39	22,810.83	1,186,619.44	23,267.05	1,210,351.83	23,732.39	1,234,558.86	24,207.04
Supplies	1,000.00	1,017.00	17.00	1,034.29	17.29	1,051.87	17.58	1,069.75	17.88	1,087.94	18.19
<b>Total - Arts, Culture, Film, &amp; Tourism</b>	<b>1,499,600.00</b>	<b>1,529,589.00</b>	<b>29,989.00</b>	<b>1,564,058.03</b>	<b>34,469.03</b>	<b>1,591,339.38</b>	<b>27,281.34</b>	<b>1,619,126.33</b>	<b>27,786.95</b>	<b>1,647,428.60</b>	<b>28,302.27</b>
<b>Human Services</b>											
Salaries	309,277.00	315,462.54	6,185.54	324,926.42	9,463.88	328,175.68	3,249.26	331,457.44	3,281.76	334,772.01	3,314.57
Services	243,943.00	248,821.86	4,878.86	253,798.30	4,976.44	258,874.26	5,075.97	264,051.75	5,177.49	269,332.78	5,281.03
Supplies	580,220.00	591,743.40	11,523.40	606,650.52	14,907.12	615,450.49	8,799.97	624,392.54	8,942.05	633,479.16	9,086.63
<b>Total - Human Services</b>	<b>1,933,440.00</b>	<b>1,955,927.80</b>	<b>22,507.80</b>	<b>1,985,375.24</b>	<b>31,071.44</b>	<b>1,992,500.43</b>	<b>6,873.19</b>	<b>2,005,941.73</b>	<b>13,364.30</b>	<b>2,017,683.95</b>	<b>11,742.22</b>
<b>Vital Statistics</b>											
Salaries	190,728.00	194,510.56	3,782.56	200,378.84	5,868.28	202,382.63	2,003.79	204,406.45	2,023.83	206,450.52	2,044.06
Services	7,140.00	7,283.80	143.80	7,432.46	148.66	7,581.12	148.66	7,729.78	148.66	7,878.44	148.66
Supplies	1,700.00	1,729.90	29.90	1,758.29	28.39	1,788.18	29.89	1,818.07	29.89	1,847.96	29.89
<b>Total - Vital Statistics</b>	<b>199,568.00</b>	<b>203,524.26</b>	<b>3,962.26</b>	<b>209,569.29</b>	<b>6,011.33</b>	<b>211,748.93</b>	<b>2,182.23</b>	<b>213,953.30</b>	<b>2,206.77</b>	<b>216,186.95</b>	<b>2,233.65</b>
<b>Board of Canvassers</b>											
Salaries	417,343.00	425,689.86	8,346.86	438,460.56	12,770.70	442,845.16	4,384.61	447,273.61	4,428.45	451,746.35	4,472.74
Services	90,000.00	91,800.00	1,800.00	93,636.00	1,836.00	95,508.72	1,872.72	97,418.89	1,910.17	99,367.27	1,948.38
Supplies	12,000.00	12,204.00	204.00	12,411.47	207.47	12,622.46	210.99	12,837.04	214.58	13,052.27	215.23
<b>Total - Board of Canvassers</b>	<b>519,343.00</b>	<b>529,693.86</b>	<b>10,350.86</b>	<b>544,508.02</b>	<b>14,814.16</b>	<b>550,976.34</b>	<b>6,468.32</b>	<b>557,520.55</b>	<b>6,552.21</b>	<b>564,168.90</b>	<b>6,638.34</b>
<b>Bureau of Licenses</b>											
Salaries	495,463.00	505,372.26	9,909.26	520,533.43	15,161.17	525,738.76	5,205.33	530,996.15	5,257.39	536,306.11	5,309.96
Services	131,500.00	134,130.00	2,630.00	136,812.60	2,682.60	139,548.85	2,736.25	142,339.83	2,790.98	145,186.63	2,846.80
Supplies	2,000.00	2,034.00	34.00	2,068.58	34.58	2,103.74	35.17	2,139.51	35.76	2,175.88	36.37
<b>Total - Bureau of Licenses</b>	<b>628,963.00</b>	<b>641,536.26</b>	<b>12,573.26</b>	<b>659,414.61</b>	<b>17,878.35</b>	<b>667,391.36</b>	<b>7,976.75</b>	<b>675,475.49</b>	<b>8,084.13</b>	<b>683,668.62</b>	<b>8,193.13</b>
<b>City Council</b>											
Salaries	285,445.00	291,357.90	5,912.90	300,098.64	8,740.74	303,099.62	3,000.99	306,130.62	3,031.00	309,191.93	3,061.31
Services	199,800.00	203,796.00	3,996.00	207,871.92	4,075.92	212,023.36	4,151.44	216,269.95	4,246.59	220,595.34	4,325.40
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
<b>Total - City Council</b>	<b>485,245.00</b>	<b>495,153.90</b>	<b>9,908.90</b>	<b>507,970.56</b>	<b>12,816.66</b>	<b>515,123.98</b>	<b>7,158.42</b>	<b>522,400.57</b>	<b>7,271.58</b>	<b>529,787.27</b>	<b>7,386.71</b>
<b>City Clerk</b>											
Salaries	720,268.00	734,673.36	14,405.36	756,715.56	22,042.20	764,280.70	7,565.14	771,923.90	7,642.81	779,642.74	7,718.84
Services	164,035.00	167,793.10	3,758.10	171,151.00	3,357.90	174,574.02	3,423.02	178,065.50	3,491.48	181,626.81	3,561.31
Supplies	7,800.00	7,933.62	133.62	8,067.45	133.83	8,204.60	137.15	8,344.08	139.48	8,485.93	141.85
<b>Total - City Clerk</b>	<b>892,103.00</b>	<b>910,400.06</b>	<b>17,296.46</b>	<b>935,938.02</b>	<b>25,533.96</b>	<b>946,919.32</b>	<b>11,127.30</b>	<b>958,333.08</b>	<b>11,273.77</b>	<b>969,755.48</b>	<b>11,422.39</b>

	2020 Approved Budget	2021 Projected Budget	Variance - 2021	2022 Projected Budget	Variance - 2022	2023 Projected Budget	Variance - 2023	2024 Projected Budget	Variance - 2024	2025 Projected Budget	Variance - 2025
<b>Treasury</b>											
Salaries	413,131.00	421,393.62	8,262.62	434,035.43	12,641.81	438,375.78	4,340.35	442,759.54	4,383.76	447,187.14	4,427.60
Services	58,176.00	59,339.52	1,163.52	60,526.31	1,186.79	61,718.84	1,210.53	62,911.57	1,234.74	64,104.30	1,232.45
Supplies	2,000.00	2,034.00	34.00	2,068.58	34.58	2,103.74	35.17	2,139.51	35.76	2,175.88	36.37
<b>Total - Treasury</b>	<b>473,307.00</b>	<b>482,767.14</b>	<b>9,460.14</b>	<b>496,630.32</b>	<b>13,463.18</b>	<b>502,216.36</b>	<b>5,586.05</b>	<b>507,870.62</b>	<b>5,654.26</b>	<b>513,394.02</b>	<b>5,723.40</b>
<b>City Council Administration</b>											
Salaries	885,481.00	903,190.62	17,709.62	930,286.34	27,095.72	939,589.20	9,302.86	948,985.09	9,395.89	958,474.94	9,489.85
Services	46,900.00	47,838.00	938.00	48,794.76	956.76	49,770.66	975.90	50,766.07	995.41	51,781.39	1,015.32
Supplies	21,200.00	21,560.40	360.40	21,926.93	366.53	22,299.68	372.76	22,678.78	379.09	23,064.32	385.54
<b>Total - City Council Administration</b>	<b>953,581.00</b>	<b>972,589.02</b>	<b>19,008.02</b>	<b>1,001,008.03</b>	<b>28,419.01</b>	<b>1,011,659.54</b>	<b>10,651.52</b>	<b>1,022,429.94</b>	<b>10,770.40</b>	<b>1,033,320.65</b>	<b>10,890.71</b>
<b>Office of the Internal Auditor</b>											
Salaries	256,884.00	262,021.68	5,137.68	269,882.33	7,860.65	272,581.15	2,698.82	275,306.97	2,725.81	278,060.03	2,753.07
Services	360,100.00	367,302.00	7,202.00	374,648.04	7,346.04	382,141.00	7,492.96	389,783.82	7,642.82	397,579.50	7,795.68
Supplies	1,300.00	1,322.10	22.10	1,344.58	22.48	1,367.43	22.86	1,390.68	23.25	1,414.32	23.64
<b>Total - Office of the Internal Auditor</b>	<b>618,284.00</b>	<b>630,645.78</b>	<b>12,361.78</b>	<b>645,874.95</b>	<b>15,229.17</b>	<b>656,089.59</b>	<b>10,214.64</b>	<b>666,481.47</b>	<b>10,391.88</b>	<b>677,053.85</b>	<b>10,572.39</b>
<b>Archives</b>											
Salaries	234,342.00	239,028.84	4,686.84	246,199.71	7,170.87	248,661.70	2,462.00	251,148.32	2,486.62	253,659.80	2,511.48
Services	135,246.00	137,344.80	2,098.80	140,703.70	2,358.90	143,517.77	2,814.07	146,388.13	2,870.36	149,315.89	2,927.76
Supplies	7,500.00	7,582.40	82.40	7,668.88	86.88	7,754.48	85.60	7,841.08	86.60	7,927.68	86.60
<b>Total - Archives</b>	<b>376,782.00</b>	<b>384,256.04</b>	<b>7,574.04</b>	<b>394,530.28</b>	<b>10,654.24</b>	<b>399,752.95</b>	<b>5,402.67</b>	<b>405,238.67</b>	<b>5,483.72</b>	<b>410,808.86</b>	<b>5,570.18</b>
<b>Total - Departmental Expenditures</b>	<b>167,831,704.00</b>	<b>171,113,724.17</b>	<b>3,282,020.17</b>	<b>175,985,314.44</b>	<b>4,671,590.27</b>	<b>177,945,149.66</b>	<b>2,179,855.22</b>	<b>180,175,126.98</b>	<b>2,209,977.33</b>	<b>182,415,650.85</b>	<b>2,240,523.87</b>
<b>Non Departmental-General Fund</b>											
Contingencies	1,090,000.00	0.00	(1,090,000.00)	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
<b>Total - Non Departmental-General Fund</b>	<b>3,285,000.00</b>	<b>2,195,000.00</b>	<b>(1,090,000.00)</b>	<b>2,195,000.00</b>	<b>0.00</b>	<b>2,195,000.00</b>	<b>0.00</b>	<b>2,195,000.00</b>	<b>0.00</b>	<b>2,195,000.00</b>	<b>0.00</b>
<b>Heat Power &amp; Light</b>											
<b>Total - Heat Power &amp; Light</b>	<b>4,143,844.00</b>	<b>8,995,527.00</b>	<b>4,851,683.00</b>	<b>9,298,677.00</b>	<b>303,150.00</b>	<b>9,844,087.00</b>	<b>545,410.00</b>	<b>9,844,087.00</b>	<b>0.00</b>	<b>9,844,087.00</b>	<b>0.00</b>
<b>Grants, Commissions &amp; Misc.</b>											
<b>Total - Grants, Commissions &amp; Misc.</b>	<b>5,902,750.00</b>	<b>5,902,750.00</b>	<b>0.00</b>	<b>5,902,750.00</b>	<b>0.00</b>	<b>5,902,750.00</b>	<b>0.00</b>	<b>5,902,750.00</b>	<b>0.00</b>	<b>5,902,750.00</b>	<b>0.00</b>
<b>Ceremonies</b>											
<b>Ceremonies Total</b>	<b>9,030.00</b>	<b>9,030.00</b>	<b>0.00</b>	<b>9,030.00</b>	<b>0.00</b>	<b>9,030.00</b>	<b>0.00</b>	<b>9,030.00</b>	<b>0.00</b>	<b>9,030.00</b>	<b>0.00</b>
<b>Debt Service - Per Schedule at July 1, 2017</b>											
<b>Debt Service Total</b>	<b>58,554,433.00</b>	<b>59,554,433.00</b>	<b>1,000,000.00</b>	<b>59,554,433.00</b>	<b>0.00</b>	<b>59,554,433.00</b>	<b>0.00</b>	<b>59,554,433.00</b>	<b>0.00</b>	<b>59,554,433.00</b>	<b>0.00</b>
<b>Workers Compensation</b>											
<b>Workers Compensation - Medical Expenses</b>											
<b>Workers Compensation Total</b>	<b>1,738,592.00</b>	<b>1,793,763.84</b>	<b>55,171.84</b>	<b>1,829,639.12</b>	<b>35,875.28</b>	<b>1,866,231.90</b>	<b>36,592.78</b>	<b>1,903,556.54</b>	<b>37,324.64</b>	<b>1,941,627.67</b>	<b>38,071.13</b>
<b>Workers Compensation Total</b>	<b>2,088,592.00</b>	<b>2,140,463.84</b>	<b>41,771.84</b>	<b>2,172,971.12</b>	<b>42,607.28</b>	<b>2,216,430.54</b>	<b>43,459.42</b>	<b>2,260,759.15</b>	<b>44,328.61</b>	<b>2,305,971.33</b>	<b>45,215.18</b>

	2020 Approved Budget	2021 Projected Budget	Variance - 2020 - 2021	2022 Projected Budget	Variance - 2021 - 2022	2023 Projected Budget	Variance - 2022 - 2023	2024 Projected Budget	Variance - 2023 - 2024	2025 Projected Budget	Variance - 2024 - 2025
<b>Employee Benefits</b>											
Auto Allowance	35,118.00	0.00	(35,118.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Dental Insurance	1,743,588.00	1,787,177.70	43,589.70	1,831,857.14	44,679.44	1,877,653.57	45,796.43	1,924,594.91	46,941.34	1,972,709.78	48,114.87
Education Incentives	200,200.00	174,720.00	(25,480.00)	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.	5,181,794.00	5,181,794.00	0.00	5,181,794.00	0.00	5,181,794.00	0.00	5,181,794.00	0.00	5,181,794.00	0.00
Healthcare EE Cash Payment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Laborer's International Pension	3,003,812.00	2,654,381.00	(349,431.00)	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	63,600.00	60,000.00	(3,600.00)	60,000.00	0.00	60,000.00	0.00	60,000.00	0.00	60,000.00	0.00
Local 1033 Benefits Expense	2,263,671.00	2,174,270.00	(89,401.00)	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	18,771,342.00	19,709,909.10	938,567.10	20,695,404.56	985,495.46	21,730,174.78	1,034,770.23	22,816,683.53	1,086,508.74	23,957,517.70	1,140,834.18
Medical Benefits - Retirees	29,134,481.00	30,591,205.05	1,456,724.05	32,120,765.30	1,529,560.25	33,726,803.57	1,606,038.27	35,413,443.75	1,686,640.18	37,183,800.93	1,770,357.19
Pension Contribution	69,614,021.00	71,916,324.82	2,302,303.82	72,413,490.96	497,166.14	76,536,729.19	4,123,238.23	76,536,729.19	0.00	78,520,311.63	1,983,582.44
Supends	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
<b>Employee Benefits - Total</b>	<b>130,414,227.00</b>	<b>134,653,881.67</b>	<b>4,239,654.67</b>	<b>137,710,782.96</b>	<b>3,056,901.29</b>	<b>144,840,626.11</b>	<b>7,129,843.15</b>	<b>147,660,116.37</b>	<b>2,819,790.26</b>	<b>152,283,605.64</b>	<b>4,623,488.68</b>
<b>Rainy Day Fund</b>											
School Approp. to Balance School Budget	3,784,500.00	3,845,547.10	61,047.10	3,926,289.59	80,742.49	4,025,275.26	98,985.68	4,076,016.03	50,746.76	4,145,105.30	69,089.28
<b>Total City General Fund Expenditures</b>	<b>130,046,611.00</b>	<b>130,046,611.00</b>	<b>0.00</b>	<b>130,046,611.00</b>	<b>0.00</b>	<b>130,046,611.00</b>	<b>0.00</b>	<b>130,046,611.00</b>	<b>0.00</b>	<b>130,046,611.00</b>	<b>0.00</b>
<b>Compared to General Fund Revenues</b>	<b>506,060,691.00</b>	<b>518,446,867.78</b>	<b>12,386,176.78</b>	<b>526,601,859.10</b>	<b>8,154,991.32</b>	<b>536,399,412.57</b>	<b>9,997,553.47</b>	<b>541,724,229.53</b>	<b>5,124,816.96</b>	<b>548,702,246.53</b>	<b>6,978,017.00</b>
<b>Total Surplus/(Deficit)</b>	<b>0.00</b>	<b>1,174,886.58</b>	<b>1,174,886.58</b>	<b>1,628,546.82</b>	<b>453,660.24</b>	<b>2,071,825.89</b>	<b>443,279.07</b>	<b>2,591,762.83</b>	<b>5,644,733.89</b>	<b>3,111,600.12</b>	<b>519,837.29</b>



	2020 Approved Budget	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022- 2023	2024 Projected Budget	Variance 2023 - 2024	2025 Projected Budget	Variance 2024 - 2025
<b>Projected Expenditure Summary</b>											
Salaries	124,833,052.00	127,329,713.04	2,496,661.04	131,149,604.43	3,819,891.39	132,461,100.48	1,311,496.04	133,785,711.48	1,324,611.00	135,103,568.60	1,317,857.11
Services	43,402,860.00	47,884,023.32	4,481,163.32	48,921,043.25	1,037,019.93	50,215,000.57	1,293,957.32	50,978,518.84	763,518.27	51,757,307.48	778,788.64
Supplies	7,204,636.00	7,327,114.81	122,478.81	7,451,675.76	124,560.95	7,578,354.25	126,678.49	7,707,186.27	128,832.02	7,838,208.44	131,022.17
Capital	150,000.00	100,000.00	(50,000.00)	100,000.00	0.00	100,000.00	0.00	100,000.00	0.00	100,000.00	0.00
<b>Employee Benefits</b>											
Pension	69,614,021.00	71,916,324.82	2,302,303.82	72,413,490.96	497,166.14	76,856,729.19	4,443,238.23	76,856,729.19	0.00	78,520,311.63	1,663,582.44
Medical Benefits - Active Members	18,771,342.00	19,709,909.10	938,567.10	20,695,404.56	985,495.46	21,730,174.78	1,034,770.23	22,816,683.52	1,086,508.74	23,957,517.70	1,140,834.18
Medical Benefits - Retirees	29,134,481.00	30,591,205.05	1,456,724.05	32,120,765.30	1,529,560.25	33,726,803.57	1,606,038.27	35,413,143.75	1,686,340.18	37,183,800.93	1,770,657.19
Other Employee Benefits	14,652,975.00	14,230,206.54	(422,768.46)	14,310,761.26	80,554.72	14,393,150.47	82,389.21	14,477,416.45	84,265.98	14,563,602.45	86,186.00
<b>Total Employee Benefits</b>	132,172,819.00	136,447,645.51	4,274,826.51	139,540,492.08	3,092,776.57	146,706,858.01	7,166,435.93	149,563,972.91	2,857,114.89	154,225,333.71	4,661,359.81
Grants, Commission, and Ceremonies	5,911,780.00	5,911,780.00	0.00	5,911,780.00	0.00	5,911,780.00	0.00	5,911,780.00	0.00	5,911,780.00	0.00
Other Service	58,554,433.00	59,354,433.00	800,000.00	59,354,433.00	800,000.00	59,354,433.00	0.00	59,554,433.00	200,000.00	59,554,433.00	0.00
Debt Service	3,784,500.00	3,845,547.10	61,047.10	3,926,289.59	80,742.49	4,025,275.26	98,985.68	4,076,016.03	50,740.76	4,145,105.30	69,089.28
Debt Retirement Plan	130,046,611.00	130,046,611.00	0.00	130,046,611.00	0.00	130,046,611.00	0.00	130,046,611.00	0.00	130,046,611.00	0.00
School Approp. to Balance School Budget	506,000,091.00	518,446,807.78	12,846,176.78	526,601,859.10	8,154,991.32	536,899,412.57	9,997,553.47	541,724,229.53	5,124,816.96	548,702,246.53	6,978,017.00
<b>Total</b>											