

Lawrence J. Mancini
Finance Director



Jorge O. Elorza
Mayor

Finance Department
"Building Pride In Providence"

MEMORANDUM

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

From: Melissa A. Malone, Chief Operating Officer
Lawrence J. Mancini, Finance Director

Date: December 29, 2017

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 2019 through 2023.

It is important to note, that these projections are based upon current revenue trends and existing contractual agreements in labor 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 2018 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 2019 and FY 20 and FY 2023, with deficit positions in FY 21 and FY 22.

FY19-FY23 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 full "list and measures" tax revaluation which occurs once every ten years in every community and will be conducted in Providence in FY19 and will take effect in FY20. Fines and Forfeitures will increase by \$500,000 in FY 20 and FY 21 and then \$200,000 per year in FY 22 and FY 23. The Fire SAFER Grant will provide \$6.4 M in FY19 and expires thereafter.

The projected year end positions of the Municipal (General Fund) Budget are as follows: FY 2019 \$335,856 Surplus, FY 2020 \$110,589 Surplus, FY 2021 (\$1,208,502) Deficit, FY 2022 (\$2,921,327) Deficit and FY 2023 \$455,067 Surplus.

IN CITY COUNCIL
JAN 18 2018

READ
WHEREUPON IT IS ORDERED THAT
THIS BE RECEIVED.
[Signature]

City Hall

• Providence, Rhode Island 02903

• (401) 421-7740



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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, 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 2019 is \$75,533,858 which is an increase of \$1,474,476 over the FY 2018 budget of \$74,059,382. Total State Aid is projected to decrease by \$1,032,224 in FY 20 for a new total of \$74,501,634. In FY2020, there will be an increase of \$103,408 for a new total of \$74,605,042. In FY 2022, there will be an increase of \$207,544 for a new total of \$74,812,586. Lastly in FY2023, there will be an increase of \$3,500,000 and will result in a new total of \$78,312,586.

Fines and Forfeitures:

Fines and Forfeitures for the FY19 budget is \$5,500,000 and is projected to increase by \$500,000 in FY 20 to a total of \$6,000,000 and will reach \$6,400,000 by FY 2023.

Interest Income:

For the purpose of this projection, Interest Income will reflect a new interest rate-application policy, scheduled for implementation July 1, 2018. The fiscal impact of this policy change will result in a reduction in interest collections by \$1,500,000 in FY 19 and FY 20 for a projected collection of \$3,500,000 in each year and followed by \$500,000 collection reductions year over year in FY 21 through FY 23, with collections projected as follows: \$3,500,000 (FY 19) \$3,500,000 (FY 20) \$3,000,000 (FY21) \$2,500,000 (FY22) and \$2,000,000 (FY 23).

Departmental revenues and Other Revenues:

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

Manchester Street/Dominion Energy stabilization agreement will remain at \$7.66 million in FY 19 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 through FY23 to be constant at the rate of FY20.

Building Administration revenue has increased by \$870,055 in FY 2019 and \$78,200 in FY20, \$78, 982 in FY 21, \$79,772 in FY 22 and \$80,570 in FY23. These projected revenues are due to anticipated construction projects associated with already announced and/or approved construction projects.



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The Fire Department will receive the balance of a \$15.9M Federal SAFER grant of approximately \$6.4 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 (Police Detail) shall remain consistent throughout FY19-2023 ranging from \$1,762,450 to \$1,834,013.

Transfer from Fund 283 (Rescue Runs) shall remain consistent throughout FY19-2023 ranging from \$5,050,000 to \$5,300,000.

Transfer from North Burial Ground is currently at \$270,000 and shall remain constant throughout Fiscal Years 2019-2023.

Transfer from Fund 856 (Capital Asset Proceeds) will not occur in any subsequent fiscal years.

Expenditure Assumptions

Salaries:

Municipal salaries will follow the L.I.U.N.A. Local 1033 contract, which expires at June 30, 2018. For FY 2019 -FY23 there is a 1% increase placeholder for all Local 1033 Employees.

The Police contract will expire on June 30, 2019. For FY20- FY23 there is a 1% increase placeholder.

The Fire department currently has a five-year contract expiring on June 30, 2022 and calling for wage increases of 2% in FY 18, 2.25% in FY19 and FY20, 2.75% in FY21, and 3.25% FY22. There is a 1% increase placeholder for FY23.

Additionally, in FY18, 57 new Fire Fighters have been added to the work force. The costs associated with the FY 18 fire academy graduates are reflected in FY19 through FY23

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 2016 actuarial valuation which includes the provision of the 2012 Funding Improvement Plan (FIP) submitted to the RI Department of Revenue. The July 2016 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 1.7% for all years FY 2019-FY 2023.



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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 \$1.4 million per year over the next ten years or \$7 million from FY19 through FY23.

Reserve Funds Restoration

Rainy Day Fund:

With an audited FY17 surplus of \$5.4 million, the City is expecting to return to a cumulative fund surplus position of \$2.3 million for the year-ended June 30, 2017.

Therefore, beginning in FY18 and continuing through FY 19-FY23, 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: \$3,560,000 is appropriated for this purpose in FY 2018. Projected rainy-day appropriations are as follows: FY 19 \$3,720,523, FY 2020, \$3,780,570, FY 2021, \$3,884,171, FY 2022, \$3,973,554 and \$4,050,155 in FY 23.

School Budget

School Revenue Assumptions:

In FY18, the funding formula was fully implemented, in subsequent years; the School District estimates \$2 million in annual increases in FY19-23.

Additionally, in FY 18, the City increased its maintenance of effort (MOE) appropriation to the School District by \$3,650,000 and this increase is reflected in FY 19-FY 23.

School Expenditure Assumptions:

Salaries:

PTU contract has expired as of August 31, 2017. Negotiations are underway. For FY 2019 -FY23 there is a 1% increase placeholder.

Local 1339 (clerical) expires at June 30, 2018. For FY 2019 -FY23 there is a 1% increase placeholder.

Local 1033 (BEST, TAS, PSSSO) expires at June 30, 2018. For FY 2019 -FY23 there is a 1% increase placeholder.

Employees:

We project no additional FTEs for FY19.



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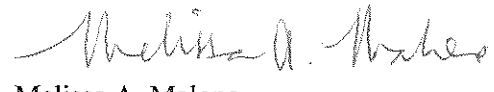
Services:

Most service expenditure lines are estimated to increase 1% each year.

Achievement First is estimated to increase enrollment by 1,010 students by FY23. All other charter schools combined are estimated to increase enrollment by 652 students by FY23

Respectfully submitted,


Lawrence J. Mancini
Finance Director


Melissa A. Malone
Chief Operating Officer

CC:

Mayor Jorge O. Elorza
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
Gina M. Costa, Auditor/Budget Analyst

FY2019-FY2023 FIVE-YEAR PLAN

BASED UPON ASSUMPTIONS AS OUTLINED IN ALL SCHEDULES

	Municipal (General Fund)				
	2018 Approved Budget	2019 Projected Budget	2020 Projected Budget	2021 Projected Budget	2022 Projected Budget
2023 Projected Budget					
Projected Revenue - Municipal	\$487,369,514	\$500,598,966	\$508,677,564	\$515,858,784	\$523,670,023
					\$534,703,977
Projected Expenditures - Municipal	\$487,369,514	\$500,263,110	\$508,566,976	\$517,067,286	\$526,591,349
					\$534,248,910
Projected Budget Surplus (Deficit)	\$0.00	\$335,856	\$110,589	(\$1,208,502)	(\$2,921,327)
					\$455,067

GENERAL FUND REVENUE		REVENUE SUMMARY					
		2018 Approved Budget	2019 Projected Budget	2020 Projected Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget
Taxes		\$351,804,705	\$356,130,799	\$370,056,031	\$377,297,152	\$384,683,095	\$392,216,757
State Aids & Grants		74,059,382	75,533,858	74,501,634	74,605,042	74,812,586	78,312,586
Fines & Forfeits		5,470,000	5,500,000	6,000,000	6,000,000	6,200,000	6,400,000
Interest Income		5,000,000	3,500,000	3,500,000	3,000,000	2,500,000	2,000,000
Departmental & Other Revenues		44,020,427	52,851,859	47,319,825	47,638,715	48,088,487	48,370,622
Transfers to General Fund		7,015,000	7,082,450	7,300,075	7,317,875	7,385,854	7,404,013
Total General Fund Revenues		\$487,369,514	\$500,598,966	\$508,677,564	\$515,858,784	\$523,670,023	\$534,703,977
TOTAL REVENUES		\$487,369,514	\$500,598,966	\$508,677,564	\$515,858,784	\$523,670,023	\$534,703,977
GENERAL FUND EXPENSES		EXPENDITURE SUMMARY					
		2018 Approved Budget	2019 Projected Budget	2020 Projected Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget
Total - Departmental Expenditures		\$157,961,830	\$162,790,708	\$164,661,011	\$167,303,821	\$170,812,347	\$172,799,211
Heat Power & Light		3,731,920	5,690,756	5,995,527	6,298,677	6,844,087	6,844,087
Grants, Commissions & Misc.		5,878,000	5,878,000	5,878,000	5,878,000	5,878,000	5,878,000
Ceremonies		9,030	9,030	9,030	9,030	9,030	9,030
Debt Service Total		65,145,540	65,145,540	65,145,540	65,145,540	65,145,540	65,145,540
Workers Compensation		1,735,000	1,856,745	1,888,310	1,920,411	1,953,058	1,986,260
Employee Benefits							
<i>Pension</i>	60,902,255		68,011,276	71,576,720	74,398,933	77,019,604	79,733,092
<i>Medical Benefits - Active Members</i>	19,325,226		20,291,487	21,306,062	22,371,365	23,489,933	24,664,430
<i>Medical Benefits - Retirees</i>	25,147,987		26,405,386	27,725,656	29,111,938	30,567,535	32,095,912
<i>Other Employee Benefits</i>	13,746,115		13,349,247	13,510,488	13,680,098	13,858,542	14,028,683
Total Employee Benefits		117,721,583	126,625,196	132,662,377	138,081,026	143,429,123	148,990,016
Deficit Reduction Plan		3,560,000	3,720,524	3,780,570	3,884,171	3,973,554	4,050,155
School Approp. to Balance School Budget		128,546,611	128,546,611	128,546,611	128,546,611	128,546,611	128,546,611
Total General Fund Expenses		\$487,369,514	\$500,263,110	\$508,566,976	\$517,067,286	\$526,591,349	\$534,248,910
Total Surplus/(Deficit)		\$0.00	\$335,856	\$110,589	(\$1,208,502)	(\$2,921,327)	\$455,067

FY2018-FY2022 FIVE-YEAR PLAN									
CITY - GENERAL FUND REVENUES									
	2018 Approved Budget	2019 Projected Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020- 2021	2022 Projected Budget	Variance 2021 - 2022
Taxes:									
Property Taxes - Current	343,804,705.00	348,130,799.10	4,326,094.10	362,056,031.06	13,925,231.96	369,297,151.69	7,241,120.62	376,683,094.72	7,383,943.03
Property Taxes - Back	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
Total Taxes	351,804,705.00	356,130,799.10	4,326,094.10	370,056,031.06	13,925,231.96	377,297,151.69	7,241,120.62	384,683,094.72	7,383,943.03
Total State Aid & Grants:									
Payment in Lieu of Taxes (PILOT)	33,303,459.00	33,303,459.00	0.00	33,303,459.00	0.00	33,303,459.00	0.00	33,303,459.00	0.00
School Debt Construction	24,858,079.00	25,745,609.00	887,530.00	24,413,955.00	(1,331,654.00)	24,413,955.00	0.00	27,913,955.00	3,500,000.00
Telephone Tax	2,298,821.00	2,485,766.65	186,945.65	2,585,197.32	99,430.67	2,688,605.21	103,407.89	2,796,149.42	107,544.21
State Reimbursement Excise Tax	1,882,415.00	1,882,415.00	0.00	1,882,415.00	0.00	1,882,415.00	0.00	1,882,415.00	0.00
Distressed Cities Revenue	5,797,634.00	5,797,634.00	0.00	5,797,634.00	0.00	5,797,634.00	0.00	5,797,634.00	0.00
Meals & Beverage Tax	5,918,974.00	6,318,974.00	400,000.00	6,518,974.00	200,000.00	6,518,974.00	0.00	6,618,974.00	100,000.00
Total State Aid & Grants:	74,059,382.00	75,533,857.65	1,474,475.65	74,501,634.32	(1,032,223.33)	74,605,042.21	103,407.89	74,812,586.42	207,544.21
Fines & Forfeits	5,470,000.00	5,500,000.00	30,000.00	6,000,000.00	500,000.00	6,000,000.00	0.00	6,200,000.00	200,000.00
Total Fines & Forfeits	5,470,000.00	5,500,000.00	30,000.00	6,000,000.00	500,000.00	6,000,000.00	0.00	6,200,000.00	200,000.00
Interest Income:									
Interest on Overdue Taxes	5,000,000.00	3,500,000.00	(1,500,000.00)	3,500,000.00	0.00	3,000,000.00	(500,000.00)	2,500,000.00	(500,000.00)
Interest on Investments	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
Total Interest Income	5,000,000.00	3,500,000.00	(1,500,000.00)	3,500,000.00	0.00	3,000,000.00	(500,000.00)	2,500,000.00	(500,000.00)
Departmental & Other Revenues:									
Water Supply Medical Reimbursement	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Reimbursement - Water Supply Board	839,167.00	839,167.00	0.00	839,167.00	0.00	839,167.00	0.00	839,167.00	0.00
Room Tax	2,314,376.00	2,283,618.00	(30,758.00)	2,401,828.00	118,210.00	2,401,828.00	0.00	2,401,828.00	0.00
PILOT - Colleges, Univ. & Hospitals	7,506,799.00	6,202,856.00	(1,303,943.00)	6,245,300.00	42,444.00	6,288,230.00	42,930.00	6,333,879.00	45,649.00
Probable PILOTS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	498,436.00	498,436.00
Additional Transition Parcel Payment	0.00	1,354,570.00	1,354,570.00	1,311,164.00	(43,406.00)	1,308,142.00	(3,022.00)	764,057.00	(544,085.00)
Stabilization - Expired New Valuations	7,760,000.00	7,760,000.00	0.00	7,760,000.00	0.00	7,760,000.00	0.00	7,760,000.00	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
PILOT - Providence Housing Authority	125,000.00	141,000.00	16,000.00	141,000.00	0.00	141,000.00	0.00	141,000.00	0.00
Port of Providence	350,000.00	350,000.00	0.00	350,000.00	0.00	350,000.00	0.00	350,000.00	0.00
Arts, Culture, Film & Tourism	105,000.00	105,000.00	0.00	105,000.00	0.00	105,000.00	0.00	105,000.00	0.00
Building Administration	6,950,000.00	7,820,055.00	870,055.00	7,898,255.55	78,200.55	7,977,238.11	78,982.56	8,057,010.49	79,772.38
Building Board	8,400.00	8,400.00	0.00	8,400.00	0.00	8,400.00	0.00	8,400.00	0.00
Bureau of Licenses	1,516,796.00	1,516,796.00	0.00	1,516,796.00	0.00	1,516,796.00	0.00	1,516,796.00	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

FY2018-FY2023 FIVE-YEAR PLAN											
	2018 Approved Budget	2019 Projected Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020- 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023
City Collector	606,000.00	680,000.00	74,000.00	700,000.00	20,000.00	700,000.00	0.00	720,000.00	20,000.00	720,000.00	0.00
City Tax Assessor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	500,000.00	500,000.00
Commissioner of Public Safety	120,000.00	120,000.00	0.00	120,000.00	0.00	120,000.00	0.00	120,000.00	0.00	120,000.00	0.00
Communications	708,157.00	708,157.00	0.00	708,157.00	0.00	708,157.00	0.00	708,157.00	0.00	708,157.00	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
Emergency Mgmt / Homeland Sec.	180,000.00	180,000.00	0.00	180,000.00	0.00	180,000.00	0.00	180,000.00	0.00	180,000.00	0.00
Environmental Control	22,000.00	22,000.00	0.00	22,000.00	0.00	22,000.00	0.00	22,000.00	0.00	22,000.00	0.00
Fire	1,152,948.00	1,152,948.00	0.00	1,452,948.00	300,000.00	1,452,948.00	0.00	1,552,948.00	100,000.00	1,552,948.00	0.00
Fire - SAFER GRANT	0.00	6,447,483.00	6,447,483.00	0.00	(6,447,483.00)	0.00	0.00	0.00	0.00	0.00	0.00
Highway	218,000.00	218,000.00	0.00	218,000.00	0.00	218,000.00	0.00	218,000.00	0.00	218,000.00	0.00
Housing Court	25,000.00	25,000.00	0.00	25,000.00	0.00	25,000.00	0.00	25,000.00	0.00	25,000.00	0.00
Law Department	241,680.00	241,680.00	0.00	241,680.00	0.00	241,680.00	0.00	241,680.00	0.00	241,680.00	0.00
North Burial Ground	330,000.00	330,000.00	0.00	330,000.00	0.00	330,000.00	0.00	330,000.00	0.00	330,000.00	0.00
Parking Administration	4,250,000.00	4,450,000.00	200,000.00	4,500,000.00	50,000.00	4,500,000.00	0.00	4,500,000.00	0.00	4,500,000.00	0.00
Planning & Urban Development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Police	4,621,850.00	5,821,850.00	1,200,000.00	6,021,850.00	200,000.00	6,221,850.00	200,000.00	6,421,850.00	200,000.00	6,621,850.00	200,000.00
Probate Court	155,236.00	159,261.00	4,025.00	159,261.00	0.00	159,261.00	0.00	159,261.00	0.00	159,261.00	0.00
Public Property	151,297.00	151,297.00	0.00	151,297.00	0.00	151,297.00	0.00	151,297.00	0.00	151,297.00	0.00
Recorder of Deeds	2,836,921.00	2,836,921.00	0.00	2,986,921.00	150,000.00	2,986,921.00	0.00	3,036,921.00	50,000.00	3,036,921.00	0.00
Sewer Construction	9,000.00	9,000.00	0.00	9,000.00	0.00	9,000.00	0.00	9,000.00	0.00	9,000.00	0.00
Traffic Engineering	230,000.00	230,000.00	0.00	230,000.00	0.00	230,000.00	0.00	230,000.00	0.00	230,000.00	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	337,000.00	337,000.00	0.00	337,000.00	0.00	337,000.00	0.00	337,000.00	0.00	337,000.00	0.00
Zoning Board of Review	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	44,020,427.00	52,851,859.00	8,831,432.00	47,319,824.55	(5,532,034.45)	47,638,715.11	318,890.56	48,088,487.49	449,772.38	48,370,621.59	282,134.10
Transfers to General Fund:											
Transfer from Fund 252	1,745,000.00	1,762,450.00	17,450.00	1,780,074.50	17,624.50	1,797,875.25	17,800.75	1,815,854.00	17,978.75	1,834,012.54	18,158.54
Transfer from Fund 283	5,000,000.00	5,050,000.00	50,000.00	5,250,000.00	200,000.00	5,250,000.00	0.00	5,300,000.00	50,000.00	5,300,000.00	0.00
Transfer from NBG (Fund 801)	270,000.00	270,000.00	0.00	270,000.00	0.00	270,000.00	0.00	270,000.00	0.00	270,000.00	0.00
Transfer from Fund 856	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Transfers to General Fund	\$7,015,000	\$7,082,450	67,450.00	\$7,300,075	217,624.50	\$7,317,875	17,800.75	\$7,385,854	67,978.75	\$7,404,013	18,158.54
Total General Fund Revenues	487,369,514.00	500,598,965.75	13,229,451.75	508,677,564.43	8,078,598.68	515,858,784.24	7,181,219.81	523,670,022.62	7,811,238.38	534,703,977.16	11,033,951.54

	2018 Approved Budget		2010 Projected Budget		Variance 2018 - 2019	2020 Projected Budget		Variance 2019 - 2020	2021 Projected Budget		Variance 2020 - 2021	2022 Projected Budget		Variance 2021 - 2022	2023 Projected Budget		Variance 2022 - 2023
Mayor's Office																	
Salaries	2,128,666.00	2,149,952.66	2,171,452.19	2,193,166.71	21,499.53	2,171,452.19	2,193,166.71	21,499.53	2,193,166.71	2,215,098.38	21,714.52	2,215,098.38	2,237,249.36	21,931.67	2,237,249.36	22,150.98	22,150.98
Services	176,400.00	176,400.00	179,398.80	182,448.58	2,998.80	179,398.80	182,448.58	2,998.80	182,448.58	185,550.21	3,049.78	185,550.21	188,704.56	3,101.63	188,704.56	3,154.35	3,154.35
Supplies	10,800.00	10,800.00	10,983.60	11,170.32	183.60	10,983.60	11,170.32	183.60	11,170.32	11,360.22	186.72	11,360.22	11,553.34	189.90	11,553.34	193.12	193.12
Total - Mayor's Office	2,315,866.00	2,337,152.66	2,361,834.59	2,386,785.61	24,681.93	2,361,834.59	2,386,785.61	24,681.93	2,386,785.61	2,412,008.80	24,951.02	2,412,008.80	2,437,507.26	25,223.19	2,437,507.26	25,498.46	25,498.46
City Sergeant																	
Salaries	49,414.00	49,908.14	50,407.22	50,911.29	499.08	50,407.22	50,911.29	499.08	50,911.29	51,420.41	504.07	51,420.41	51,934.61	509.11	51,934.61	514.20	514.20
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - City Sergeant	49,414.00	49,908.14	50,407.22	50,911.29	499.08	50,407.22	50,911.29	499.08	50,911.29	51,420.41	504.07	51,420.41	51,934.61	509.11	51,934.61	514.20	514.20
Law Department																	
Salaries	2,419,262.00	2,443,454.62	2,467,889.17	2,492,568.06	24,434.55	2,467,889.17	2,492,568.06	24,434.55	2,492,568.06	2,517,493.74	24,675.89	2,517,493.74	2,542,668.68	24,923.68	2,542,668.68	25,174.94	25,174.94
Services	2,391,164.00	2,391,164.00	2,431,813.79	2,471,151.62	40,649.79	2,431,813.79	2,471,151.62	40,649.79	2,471,151.62	2,515,198.25	41,340.83	2,515,198.25	2,557,956.62	42,043.63	2,557,956.62	42,758.37	42,758.37
Supplies	49,524.00	76,936.00	78,243.91	79,374.06	1,307.91	78,243.91	79,374.06	1,307.91	79,374.06	80,926.82	1,330.15	80,926.82	82,302.57	1,352.76	82,302.57	1,375.76	1,375.76
Total - Law Department	4,859,950.00	4,911,554.62	4,977,946.87	5,045,296.74	66,392.25	4,977,946.87	5,045,296.74	66,392.25	5,045,296.74	5,113,618.81	67,349.87	5,113,618.81	5,182,927.87	68,322.07	5,182,927.87	69,309.06	69,309.06
Finance																	
Salaries	552,165.00	507,186.65	512,238.52	517,381.10	5,071.87	512,238.52	517,381.10	5,071.87	517,381.10	522,554.91	5,122.59	522,554.91	527,780.46	5,173.81	527,780.46	5,225.55	5,225.55
Services	112,680.00	112,680.00	114,595.56	116,543.68	1,915.56	114,595.56	116,543.68	1,915.56	116,543.68	118,524.93	1,948.12	118,524.93	120,539.85	1,981.24	120,539.85	2,014.92	2,014.92
Supplies	600.00	1,023.00	1,040.39	1,058.08	17.39	1,040.39	1,058.08	17.39	1,058.08	1,076.06	17.69	1,076.06	1,094.36	17.99	1,094.36	16.29	16.29
Total - Finance	665,445.00	620,889.65	627,894.47	634,982.86	7,004.82	627,894.47	634,982.86	7,004.82	634,982.86	642,155.90	7,088.40	642,155.90	649,414.67	7,173.04	649,414.67	7,258.77	7,258.77
City Controller																	
Salaries	844,965.00	833,414.65	861,948.80	870,568.28	8,534.15	861,948.80	870,568.28	8,534.15	870,568.28	879,273.97	8,619.49	879,273.97	888,066.71	8,705.68	888,066.71	8,792.74	8,792.74
Services	6,900.00	6,900.00	7,017.30	7,136.59	117.30	7,017.30	7,136.59	117.30	7,136.59	7,257.92	119.29	7,257.92	7,381.30	121.32	7,381.30	123.38	123.38
Supplies	3,500.00	4,297.00	4,370.05	4,444.34	73.05	4,370.05	4,444.34	73.05	4,444.34	4,519.89	74.29	4,519.89	4,596.75	75.55	4,596.75	76.84	76.84
Total - City Controller	855,365.00	864,611.65	873,336.15	882,149.22	8,724.50	873,336.15	882,149.22	8,724.50	882,149.22	891,051.78	8,813.07	891,051.78	900,044.74	8,902.56	900,044.74	8,992.96	8,992.96
Retirement Office																	
Salaries	242,049.00	244,469.49	246,914.18	249,383.33	2,444.69	246,914.18	249,383.33	2,444.69	249,383.33	251,877.16	2,469.14	251,877.16	254,395.93	2,493.83	254,395.93	2,518.77	2,518.77
Services	10,340.00	10,340.00	0.00	0.00	(10,340.00)	0.00	0.00	(10,340.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies	6,200.00	1,182.00	1,202.09	1,222.53	20.09	1,202.09	1,222.53	20.09	1,222.53	1,243.31	20.44	1,243.31	1,264.45	20.78	1,264.45	21.14	21.14
Total - Retirement Office	258,589.00	255,991.49	248,116.28	250,605.86	(7,875.21)	248,116.28	250,605.86	(7,875.21)	250,605.86	253,120.47	2,489.58	253,120.47	255,660.38	2,514.62	255,660.38	2,539.91	2,539.91
City Collector																	
Salaries	756,396.00	763,959.96	771,599.56	779,315.56	7,639.60	771,599.56	779,315.56	7,639.60	779,315.56	787,108.71	7,716.00	787,108.71	794,979.80	7,793.16	794,979.80	7,871.09	7,871.09
Services	1,268,671.00	1,268,671.00	1,290,238.41	1,312,172.46	21,567.41	1,290,238.41	1,312,172.46	21,567.41	1,312,172.46	1,334,479.39	21,934.05	1,334,479.39	1,357,165.54	22,306.93	1,357,165.54	22,686.15	22,686.15
Supplies	8,100.00	6,138.00	6,242.35	6,348.47	104.35	6,242.35	6,348.47	104.35	6,348.47	6,456.59	106.12	6,456.59	6,566.15	107.92	6,566.15	109.76	109.76
Total - City Collector	2,033,167.00	2,038,768.96	2,068,080.31	2,097,836.48	29,311.35	2,068,080.31	2,097,836.48	29,311.35	2,097,836.48	2,128,044.49	29,756.17	2,128,044.49	2,158,711.49	30,208.01	2,158,711.49	30,667.00	30,667.00
City Tax Assessor																	
Salaries	998,754.00	1,008,741.54	1,018,828.96	1,029,017.24	10,087.42	1,018,828.96	1,029,017.24	10,087.42	1,029,017.24	1,039,307.42	10,188.29	1,039,307.42	1,049,700.49	10,290.17	1,049,700.49	10,393.07	10,393.07
Services	558,972.00	558,972.00	558,972.00	568,474.52	504,028.00	558,972.00	568,474.52	504,028.00	568,474.52	1,178,138.59	9,502.52	1,178,138.59	1,198,166.95	609,664.07	1,198,166.95	20,028.36	20,028.36
Supplies	7,000.00	5,115.00	5,201.96	5,290.39	86.95	5,201.96	5,290.39	86.95	5,290.39	5,380.32	88.43	5,380.32	5,471.79	89.94	5,471.79	91.47	91.47
Total - City Tax Assessor	1,564,726.00	2,076,856.54	1,583,002.91	1,602,782.16	(493,853.63)	1,583,002.91	1,602,782.16	(493,853.63)	1,602,782.16	2,222,826.33	19,779.25	2,222,826.33	2,253,339.23	620,044.18	2,253,339.23	30,512.90	30,512.90
Board of Tax Assessment & Review																	
Salaries	16,000.00	16,160.00	16,321.60	16,484.82	161.60	16,321.60	16,484.82	161.60	16,484.82	16,649.66	163.22	16,649.66	16,816.16	164.85	16,816.16	166.50	166.50
Total - Board of Tax Assessment & Review	16,000.00	16,160.00	16,321.60	16,484.82	161.60	16,321.60	16,484.82	161.60	16,484.82	16,649.66	163.22	16,649.66	16,816.16	164.85	16,816.16	166.50	166.50
Recorder of Deeds																	
Salaries	218,053.00	220,233.53	222,435.87	224,660.22	2,202.34	222,435.87	224,660.22	2,202.34	224,660.22	226,906.83	2,224.36	226,906.83	229,175.89	2,246.60	229,175.89	2,269.07	2,269.07
Services	117,980.00	117,980.00	119,985.66	122,025.42	2,005.66	119,985.66	122,025.42	2,005.66	122,025.42	124,099.85	2,039.76	124,099.85	126,209.55	2,074.43	126,209.55	2,109.70	2,109.70
Supplies	1,000.00	1,023.00	1,040.39	1,058.08	17.39	1,040.39	1,058.08	17.39	1,058.08	1,076.06	17.69	1,076.06	1,094.36	17.99	1,094.36	16.29	16.29
Total - Recorder of Deeds	337,033.00	339,236.53	344,461.92	347,743.72	4,225.39	344,461.92	347,743.72	4,225.39	347,743.72	352,082.74	4,281.80	352,082.74	356,479.80	4,339.02	356,479.80	4,397.06	4,397.06

	2018 Approved Budget		2019 Projected Budget		Variance 2018 - 2019	2020 Projected Budget		Variance 2019 - 2020	2021 Projected Budget		Variance 2020 - 2021	2022 Projected Budget		Variance 2021 - 2022	2023 Projected Budget		Variance 2022 - 2023
Data Processing																	
Salaries	1,345,381.00	1,358,834.81	1,372,423.16	1,372,423.16	13,453.81	1,372,423.16	1,372,423.16	13,588.35	1,386,147.39	1,386,147.39	13,724.23	1,400,008.86	1,400,008.86	13,861.47	1,414,008.95	1,414,008.95	14,000.00
Services	1,198,954.00	1,198,954.00	1,219,336.22	1,219,336.22	0.00	1,219,336.22	1,219,336.22	20,382.22	1,240,664.93	1,240,664.93	20,728.72	1,261,146.04	1,261,146.04	21,081.10	1,282,585.52	1,282,585.52	21,439.48
Supplies	311,900.00	196,306.00	199,643.20	199,643.20	(115,594.00)	199,643.20	199,643.20	3,337.20	203,037.14	203,037.14	3,393.93	206,488.77	206,488.77	3,451.63	209,999.08	209,999.08	3,510.31
Total - Data Processing	2,856,235.00	2,754,094.81	2,791,402.58	2,791,402.58	(102,140.19)	2,791,402.58	2,791,402.58	37,307.77	2,829,249.46	2,829,249.46	37,846.88	2,867,643.67	2,867,643.67	38,394.21	2,906,493.55	2,906,493.55	38,949.88
Personnel																	
Salaries	1,191,752.00	1,203,669.52	1,215,706.22	1,215,706.22	11,917.52	1,215,706.22	1,215,706.22	12,036.70	1,227,863.28	1,227,863.28	12,157.06	1,240,141.91	1,240,141.91	12,278.63	1,252,543.33	1,252,543.33	12,401.42
Services	145,650.00	145,650.00	145,126.05	145,126.05	0.00	145,126.05	145,126.05	2,476.05	150,644.19	150,644.19	2,518.14	153,205.14	153,205.14	2,560.95	155,809.63	155,809.63	2,604.49
Supplies	500.00	500.00	508.50	508.50	0.00	508.50	508.50	8.50	517.14	517.14	8.64	525.94	525.94	8.79	534.88	534.88	8.94
Total - Personnel	1,337,902.00	1,349,819.52	1,364,340.77	1,364,340.77	11,917.52	1,364,340.77	1,364,340.77	14,521.25	1,379,024.61	1,379,024.61	14,683.85	1,393,872.99	1,393,872.99	14,846.38	1,408,887.84	1,408,887.84	15,014.85
Commissioner of Public Safety																	
Salaries	726,904.00	734,173.04	741,514.77	741,514.77	7,340.04	741,514.77	741,514.77	7,341.73	748,929.92	748,929.92	7,415.15	756,419.22	756,419.22	7,489.30	763,983.41	763,983.41	7,564.19
Services	560,012.00	460,012.00	467,832.20	467,832.20	(100,000.00)	467,832.20	467,832.20	7,820.20	475,785.35	475,785.35	7,953.15	483,873.70	483,873.70	8,088.35	492,099.56	492,099.56	8,223.85
Supplies	110,350.00	2,558.00	2,601.49	2,601.49	(107,792.00)	2,601.49	2,601.49	-43.49	2,645.71	2,645.71	-44.23	2,690.69	2,690.69	-44.98	2,736.43	2,736.43	-45.74
Total - Commissioner of Public Safety	1,397,266.00	1,196,743.04	1,211,948.46	1,211,948.46	(200,522.96)	1,211,948.46	1,211,948.46	15,205.42	1,227,360.98	1,227,360.98	15,412.52	1,242,983.61	1,242,983.61	15,622.63	1,258,819.39	1,258,819.39	15,835.79
Police																	
Salaries	38,882,919.00	39,660,577.38	40,057,183.15	40,057,183.15	777,658.38	40,057,183.15	40,057,183.15	396,605.77	40,457,754.99	40,457,754.99	400,571.83	40,863,332.54	40,863,332.54	404,577.55	41,270,955.86	41,270,955.86	408,623.33
Services	2,488,850.00	2,338,850.00	2,378,610.45	2,378,610.45	(150,000.00)	2,378,610.45	2,378,610.45	39,760.45	2,419,046.83	2,419,046.83	40,436.38	2,460,170.62	2,460,170.62	41,123.80	2,501,993.52	2,501,993.52	41,822.90
Supplies	1,358,031.00	1,528,933.00	1,554,924.86	1,554,924.86	170,902.00	1,554,924.86	1,554,924.86	25,991.86	1,581,338.58	1,581,338.58	26,413.72	1,608,241.68	1,608,241.68	26,893.10	1,635,581.79	1,635,581.79	27,340.11
Total - Police	42,729,800.00	43,528,360.38	43,990,718.46	43,990,718.46	798,560.38	43,990,718.46	43,990,718.46	462,358.08	44,459,160.40	44,459,160.40	467,441.93	44,930,744.84	44,930,744.84	472,584.44	45,408,531.17	45,408,531.17	477,786.33
Fire																	
Salaries	36,950,206.00	40,849,085.64	41,768,190.06	41,768,190.06	3,898,879.64	41,768,190.06	41,768,190.06	919,104.43	42,916,815.29	42,916,815.29	1,148,625.23	44,311,611.79	44,311,611.79	1,394,796.50	44,754,727.90	44,754,727.90	443,116.12
Services	756,752.00	756,752.00	769,616.78	769,616.78	0.00	769,616.78	769,616.78	12,864.78	782,700.27	782,700.27	13,083.49	795,006.17	795,006.17	13,305.90	809,538.28	809,538.28	13,532.10
Supplies	1,454,390.00	1,351,254.00	1,374,225.32	1,374,225.32	(103,136.00)	1,374,225.32	1,374,225.32	22,971.32	1,397,546.13	1,397,546.13	23,361.83	1,421,346.13	1,421,346.13	23,758.98	1,445,509.01	1,445,509.01	24,162.88
Total - Fire	39,161,348.00	42,957,091.64	43,912,032.16	43,912,032.16	3,795,743.64	43,912,032.16	43,912,032.16	954,940.53	45,097,102.71	45,097,102.71	1,185,070.54	46,529,964.09	46,529,964.09	1,431,861.38	47,009,775.30	47,009,775.30	480,811.11
Communications																	
Salaries	4,741,127.00	4,788,538.27	4,836,423.65	4,836,423.65	-47,411.27	4,836,423.65	4,836,423.65	-47,885.38	4,884,787.89	4,884,787.89	-48,364.24	4,933,635.77	4,933,635.77	-48,847.88	4,982,972.13	4,982,972.13	-49,336.36
Services	1,320,244.00	1,320,244.00	1,342,688.15	1,342,688.15	0.00	1,342,688.15	1,342,688.15	22,444.15	1,365,513.85	1,365,513.85	22,825.70	1,388,727.58	1,388,727.58	23,213.74	1,412,335.95	1,412,335.95	23,608.37
Supplies	162,820.00	209,987.00	213,556.78	213,556.78	-47,167.00	213,556.78	213,556.78	3,569.78	217,187.24	217,187.24	3,630.47	220,879.43	220,879.43	3,692.18	224,634.38	224,634.38	3,754.95
Total - Communications	6,224,191.00	6,318,769.27	6,392,668.58	6,392,668.58	94,578.27	6,392,668.58	6,392,668.58	73,899.31	6,467,488.98	6,467,488.98	74,820.40	6,543,242.78	6,543,242.78	75,753.80	6,619,942.45	6,619,942.45	76,699.68
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	0.00	0.00	0.00	0.00	0.00	0.00
Salaries	325,076.00	328,326.76	331,610.03	331,610.03	3,250.76	331,610.03	331,610.03	3,293.27	334,926.13	334,926.13	3,316.10	338,275.39	338,275.39	3,349.26	341,658.14	341,658.14	3,382.75
Services	140,784.00	140,784.00	143,177.33	143,177.33	0.00	143,177.33	143,177.33	2,393.33	145,611.34	145,611.34	2,434.01	148,086.74	148,086.74	2,475.39	150,604.21	150,604.21	2,517.47
Supplies	32,500.00	33,248.00	33,813.22	33,813.22	748.00	33,813.22	33,813.22	565.22	34,388.04	34,388.04	574.82	34,972.64	34,972.64	584.60	35,567.17	35,567.17	594.53
Total - Emergency Mgmt / Homeland Sec.	498,360.00	502,358.76	508,600.57	508,600.57	3,998.76	508,600.57	508,600.57	6,241.81	514,925.51	514,925.51	6,324.94	521,334.76	521,334.76	6,409.25	527,829.53	527,829.53	6,494.76
Planning & Development																	
Salaries	1,747,695.00	1,765,171.95	1,782,823.67	1,782,823.67	17,476.95	1,782,823.67	1,782,823.67	17,651.72	1,800,651.91	1,800,651.91	17,828.24	1,818,658.43	1,818,658.43	18,006.52	1,836,845.01	1,836,845.01	18,186.58
Services	786,408.00	786,408.00	799,776.94	799,776.94	0.00	799,776.94	799,776.94	13,368.94	813,373.14	813,373.14	13,596.21	827,200.49	827,200.49	13,827.34	841,262.90	841,262.90	14,062.41
Supplies	12,000.00	15,345.00	15,605.87	15,605.87	3,345.00	15,605.87	15,605.87	260.86	15,871.16	15,871.16	265.30	16,140.97	16,140.97	269.81	16,415.37	16,415.37	274.40
Total - Planning & Development	2,546,103.00	2,566,924.95	2,598,206.47	2,598,206.47	20,821.95	2,598,206.47	2,598,206.47	31,281.52	2,629,896.21	2,629,896.21	31,689.74	2,661,999.89	2,661,999.89	32,103.67	2,694,523.28	2,694,523.28	32,523.39
Office of Economic Opportunity																	
Salaries	264,510.00	267,155.10	269,826.65	269,826.65	2,645.10	269,826.65	269,826.65	2,671.55	272,524.92	272,524.92	2,698.27	275,250.17	275,250.17	2,725.25	278,002.67	278,002.67	2,752.50
Services	1,255,000.00	1,255,000.00	1,276,335.00	1,276,335.00	0.00	1,276,335.00	1,276,335.00	21,335.00	1,298,032.70	1,298,032.70	21,697.69	1,320,099.25	1,320,099.25	22,066.56	1,342,540.94	1,342,540.94	22,441.69
Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - Traffic Engineering	1,519,510.00	1,522,155.10	1,546,161.65	1,546,161.65	2,645.10	1,546,161.65	1,546,161.65	24,006.55	1,570,557.61	1,570,557.61	24,395.96	1,595,349.42	1,595,349.42	24,791.80	1,620,543.61	1,620,543.61	25,194.19
Traffic Engineering																	
Salaries	574,010.00	579,750.10	585,547.60	585,547.60	5,740.10	585,547.60	585,547.60	5,797.50	591,403.08	591,403.08	5,855.48	597,317.11	597,317.11	5,914.03	603,290.28	603,290.28	5,973.17
Services	365,000.00	365,000.00	371,205.00	371,205.00	0.00	371,205.00	371,205.00	6,205.00	377,515.49	377,515.49	6,310.48	383,933.25	383,933.25	6,417.76	390,460.11	390,460.11	6,526.87
Supplies	53,000.00	37,559.00	34,332.99	34,332.99	(19,241.00)	34,332.99	34,332.99	373.90	34,916.56	34,916.56	583.66	35,510.14	35,510.14	593.5			

	2018 Approved Budget	2019 Projected Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023
Public Works Administration											
Salaries	480,685.00	485,491.85	4,806.85	490,346.77	4,854.92	495,250.24	4,903.47	500,202.74	4,952.50	505,204.77	5,002.03
Services	77,400.00	77,400.00	0.00	78,715.80	1,315.80	80,053.97	1,338.17	81,414.89	1,360.92	82,798.94	1,384.05
Supplies	3,000.00	3,069.00	69.00	3,121.17	52.17	3,174.23	53.06	3,228.19	53.96	3,283.07	54.88
Total - Public Works Administration	561,085.00	565,960.85	4,875.85	572,183.74	6,222.89	578,478.44	6,294.70	584,845.82	6,367.38	591,286.78	6,440.96
Engineering & Sanitation											
Salaries	594,531.00	600,476.31	5,945.31	606,481.07	6,004.76	612,545.88	6,064.81	618,671.34	6,125.46	624,858.06	6,186.71
Services	70,000.00	70,000.00	0.00	71,190.00	1,190.00	72,400.23	1,210.23	73,651.03	1,250.80	74,882.76	1,231.73
Supplies	500.00	2,251.00	1,751.00	2,289.27	38.27	2,328.18	38.92	2,367.76	39.58	2,408.02	40.25
Total - Engineering & Sanitation	665,031.00	672,727.31	7,696.31	679,860.34	7,233.03	687,274.30	7,413.96	694,870.14	7,595.84	702,148.83	7,478.69
Environmental Control											
Salaries	446,848.00	451,316.48	4,468.48	455,829.64	4,513.16	460,387.94	4,558.30	464,991.82	4,603.88	469,641.74	4,649.92
Services	9,360,000.00	9,360,000.00	0.00	9,519,120.00	159,120.00	9,680,945.04	161,825.04	9,845,521.11	164,576.07	10,012,894.96	167,373.86
Supplies	7,000.00	3,069.00	(3,931.00)	3,121.17	52.17	3,174.23	53.06	3,228.19	53.96	3,283.07	54.88
Total - Environmental Control	9,813,848.00	9,814,385.48	537.48	9,978,070.82	163,685.34	10,144,507.21	166,436.40	10,313,741.12	169,233.91	10,485,819.78	172,078.66
Highway											
Capital	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
Salaries	2,316,851.00	2,340,018.51	23,168.51	2,363,419.71	23,400.20	2,387,053.90	23,634.20	2,410,924.44	23,870.54	2,435,033.69	24,109.24
Services	200,000.00	200,000.00	0.00	203,400.00	3,400.00	206,857.80	3,457.80	210,374.38	3,516.58	213,950.75	3,576.36
Supplies	172,000.00	134,013.00	(37,987.00)	136,291.22	2,278.22	138,088.17	2,316.95	140,964.51	2,356.34	143,360.91	2,396.40
Total - Highway	3,188,851.00	3,174,032.51	(14,818.49)	3,203,110.93	29,078.42	3,232,519.87	29,408.95	3,262,263.33	29,743.46	3,292,345.34	30,082.01
Snow Removal											
Salaries	380,000.00	383,800.00	3,800.00	387,638.00	3,838.00	391,514.38	3,876.38	395,429.52	3,915.14	399,383.82	3,954.30
Services	950,480.00	950,480.00	0.00	966,638.16	16,158.16	983,071.01	16,432.85	999,783.22	16,712.21	1,016,779.53	16,996.31
Supplies	648,500.00	586,610.00	(61,890.00)	596,582.37	9,972.37	606,724.27	10,141.90	617,038.58	10,314.31	627,528.24	10,489.66
Total - Snow Removal	1,978,980.00	1,920,890.00	(58,090.00)	1,950,858.53	29,968.53	1,981,309.66	30,451.13	2,012,251.32	30,941.66	2,043,691.59	31,440.27
Sewer Construction											
Capital	50,000.00	50,000.00	0.00	50,000.00	0.00	50,000.00	0.00	50,000.00	0.00	50,000.00	0.00
Salaries	466,649.00	471,313.49	4,666.49	476,028.64	4,715.15	480,788.93	4,760.29	485,596.82	4,807.89	490,452.79	4,855.97
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies	45,000.00	46,752.00	1,752.00	47,546.78	794.78	48,355.08	808.30	49,177.12	822.04	50,013.13	836.01
Total - Sewer Construction	561,649.00	568,067.49	6,418.49	573,575.43	5,507.94	579,144.01	5,568.58	584,773.94	5,629.93	590,465.92	5,691.98
Garage R&M Equipment											
Salaries	410,995.00	415,104.95	4,109.95	419,256.00	4,151.05	423,448.56	4,192.56	427,683.05	4,234.49	431,959.88	4,276.83
Services	156,000.00	156,000.00	0.00	158,652.00	2,652.00	161,349.08	2,697.08	164,092.02	2,742.93	166,881.58	2,789.56
Supplies	40,000.00	42,966.00	2,966.00	43,696.42	730.42	44,439.26	742.84	45,194.73	755.47	45,963.04	768.31
Total - Garage R&M Equipment	606,995.00	614,070.95	7,075.95	621,604.42	7,533.47	629,236.90	7,632.48	636,969.79	7,732.89	644,804.50	7,834.71
Parking Administration											
Salaries	218,190.00	220,371.90	2,181.90	222,575.62	2,203.72	224,801.38	2,225.76	227,049.39	2,248.01	229,319.88	2,270.49
Services	1,299,400.00	1,299,400.00	0.00	1,321,489.80	22,089.80	1,343,955.13	22,465.33	1,366,802.56	22,847.24	1,390,038.00	23,235.64
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	1,517,590.00	1,519,771.90	2,181.90	1,544,065.42	24,293.52	1,568,756.50	24,691.08	1,593,851.75	25,095.25	1,619,357.89	25,506.13
Recreation											
Salaries	976,764.00	931,991.64	(44,772.36)	941,311.56	9,319.92	950,724.67	9,413.12	960,231.92	9,507.25	969,834.24	9,602.32
Services	120,700.00	120,700.00	0.00	122,751.90	2,051.90	124,838.68	2,086.78	126,960.94	2,122.26	129,119.28	2,158.34
Supplies	65,500.00	46,546.00	(18,954.00)	47,337.28	791.28	48,142.02	804.73	48,960.43	818.41	49,792.76	832.33
Total - Recreation	1,162,964.00	1,099,237.64	(63,726.36)	1,111,406.74	12,163.10	1,123,705.37	12,384.63	1,136,153.29	12,447.92	1,148,746.27	12,592.98
Recreation Seasonal											
Salaries	966,000.00	975,660.00	9,660.00	985,416.60	9,756.60	995,270.77	9,854.17	1,005,223.47	9,932.71	1,015,275.71	10,052.23
Services	35,000.00	35,000.00	0.00	35,595.00	595.00	36,200.12	605.11	36,815.52	615.40	37,441.38	625.86

	2018 Approved Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023
Total - Recreation Seasonal	1,001,000.00	9,660.00	1,021,011.60	10,351.60	1,031,470.88	10,459.28	1,042,038.99	10,568.11	1,052,717.09	10,678.10
Neighborhood Park Services										
Salaries	2,570,882.00	25,708.82	2,626,556.73	25,965.91	2,648,782.30	26,225.57	2,675,270.12	26,487.82	2,702,022.82	26,752.70
Services	333,850.00	0.00	339,525.45	5,675.45	345,297.38	5,771.93	351,167.44	5,870.06	357,137.28	5,969.83
Supplies	254,200.00	(85,078.00)	171,997.07	2,875.07	174,921.02	2,923.95	177,894.68	2,973.66	180,918.89	3,024.21
Total - Neighborhood Park Services	3,158,932.00	(59,369.18)	3,134,079.25	34,516.43	3,169,000.70	34,921.45	3,204,332.24	35,331.54	3,240,079.00	35,746.76
Forestry Services										
Salaries	755,552.00	7,555.52	770,738.60	7,631.08	778,445.98	7,707.39	786,230.44	7,784.46	794,092.75	7,862.30
Services	106,106.00	0.00	107,909.80	1,803.80	109,744.27	1,834.47	111,609.92	1,865.65	113,507.29	1,897.37
Supplies	7,000.00	161.00	7,282.74	121.74	7,406.54	123.81	7,532.45	125.91	7,660.51	128.05
Total - Forestry Services	868,658.00	7,716.52	885,931.13	9,556.61	895,596.79	9,665.66	905,372.82	9,776.02	915,260.54	9,887.72
Zoological Services										
Salaries	1,592,177.00	15,921.77	1,624,179.76	16,080.99	1,640,421.56	16,241.80	1,656,825.77	16,404.22	1,673,394.03	16,568.26
Services	171,000.00	0.00	173,907.00	2,907.00	176,863.42	2,956.42	179,870.10	3,006.68	182,927.89	3,057.79
Total - Zoological Services	1,763,177.00	15,921.77	1,798,086.76	18,987.99	1,817,284.97	19,198.22	1,836,695.87	19,410.89	1,856,321.92	19,626.05
Greenhouse										
Salaries	357,005.00	3,570.05	364,180.80	3,605.75	367,822.61	3,641.81	371,500.83	3,678.23	375,215.84	3,715.01
Services	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
Total - Greenhouse	357,005.00	3,570.05	364,180.80	3,605.75	367,822.61	3,641.81	371,500.83	3,678.23	375,215.84	3,715.01
Roger Williams Park Services										
Salaries	844,890.00	8,448.90	861,872.29	8,533.39	870,491.01	8,618.72	879,195.92	8,704.91	887,987.88	8,791.96
Services	17,000.00	0.00	17,289.00	289.00	17,582.91	293.91	17,881.82	298.91	18,185.81	303.99
Supplies	4,000.00	(419.00)	3,581.00	60.83	3,703.79	61.91	3,766.75	62.96	3,830.79	64.03
Total - Roger Williams Park Services	865,890.00	8,029.90	882,803.17	8,883.27	891,777.71	8,974.55	900,844.50	9,066.78	910,004.48	9,159.99
Superintendent of Parks										
Salaries	559,298.00	5,592.98	570,559.89	5,648.91	576,245.29	5,705.40	582,007.74	5,762.45	587,827.82	5,820.08
Services	87,500.00	0.00	88,987.50	1,487.50	90,500.29	1,512.79	92,038.79	1,538.50	93,603.45	1,564.66
Supplies	3,200.00	25,649.00	29,339.43	490.13	29,838.20	498.77	30,345.45	507.25	30,861.33	515.87
Total - Superintendent of Parks	649,998.00	31,241.98	688,866.82	7,626.84	696,583.78	7,716.96	704,391.99	7,808.21	712,292.60	7,900.61
North Burial Ground										
Salaries	428,700.00	4,287.00	437,316.87	4,329.87	441,690.04	4,373.17	446,106.94	4,416.90	450,568.01	4,461.07
Services	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
Total - North Burial Ground	428,700.00	4,287.00	437,316.87	4,329.87	441,690.04	4,373.17	446,106.94	4,416.90	450,568.01	4,461.07
Building Administration										
Salaries	641,037.00	6,410.37	653,921.84	6,474.47	660,461.06	6,539.22	667,065.67	6,604.61	673,736.33	6,670.66
Services	1,023,424.00	0.00	1,040,822.21	17,398.21	1,058,516.19	17,693.98	1,076,510.96	17,994.78	1,094,811.63	18,300.69
Supplies	660.00	5,846.00	6,616.60	110.60	6,729.08	112.48	6,843.48	114.39	6,959.82	116.34
Total - Building Administration	1,665,121.00	12,256.37	1,701,360.65	23,983.28	1,725,706.33	24,345.68	1,750,420.11	24,713.78	1,775,507.79	25,087.68
Structures & Zoning										
Salaries	1,040,472.00	10,404.72	1,061,385.49	10,508.77	1,071,999.34	10,613.85	1,082,719.34	10,719.99	1,093,546.53	10,827.19
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - Structures & Zoning	1,040,472.00	10,404.72	1,061,385.49	10,508.77	1,071,999.34	10,613.85	1,082,719.34	10,719.99	1,093,546.53	10,827.19
Plumbing Drainage & Gas Piping										
Salaries	248,909.00	2,489.09	253,912.07	2,513.98	256,451.19	2,539.12	259,015.70	2,564.51	261,605.86	2,590.16
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - Plumbing Drainage & Gas Piping	248,909.00	2,489.09	253,912.07	2,513.98	256,451.19	2,539.12	259,015.70	2,564.51	261,605.86	2,590.16

	2018 Approved Budget	2019 Projected Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023
Electrical Installation											
Salaries	218,616.00	220,802.16	2,186.16	223,010.18	2,208.02	225,240.28	2,230.10	227,492.69	2,252.40	229,767.61	2,274.93
Total - Electrical Installation	218,616.00	220,802.16	2,186.16	223,010.18	2,208.02	225,240.28	2,230.10	227,492.69	2,252.40	229,767.61	2,274.93
Zoning Board of Review											
Salaries	18,000.00	18,180.00	180.00	18,361.80	181.80	18,545.42	183.62	18,730.87	185.45	18,918.18	187.31
Total - Zoning Board of Review	18,000.00	18,180.00	180.00	18,361.80	181.80	18,545.42	183.62	18,730.87	185.45	18,918.18	187.31
Building Board											
Salaries	13,000.00	13,130.00	130.00	13,261.30	131.30	13,393.91	132.61	13,527.85	133.94	13,663.13	135.28
Total - Building Board	13,000.00	13,130.00	130.00	13,261.30	131.30	13,393.91	132.61	13,527.85	133.94	13,663.13	135.28
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	1,577,399.00	1,593,172.99	15,773.99	1,609,104.72	15,931.73	1,625,195.77	16,091.05	1,641,447.72	16,251.96	1,657,862.20	16,414.48
Services	2,395,180.00	2,395,180.00	0.00	2,435,898.06	40,718.06	2,477,308.33	41,410.27	2,519,422.57	42,114.24	2,562,252.75	42,830.18
Supplies	1,589,550.00	1,589,550.00	0.00	1,616,572.35	27,022.35	1,644,054.08	27,481.73	1,672,005.00	27,948.92	1,700,427.05	28,424.05
Total - Public Property	5,562,129.00	5,571,902.99	15,773.99	5,661,575.13	83,672.14	5,746,558.17	84,983.04	5,832,873.29	86,315.12	5,920,542.00	87,668.71
Municipal Court											
Salaries	748,083.00	755,563.83	7,480.83	763,119.47	7,555.64	770,750.66	7,631.19	778,458.17	7,707.51	786,242.75	7,784.58
Services	8,350.00	8,350.00	0.00	8,491.95	141.95	8,636.31	144.36	8,783.13	146.82	8,932.44	149.31
Supplies	15,000.00	5,115.00	(9,885.00)	5,201.96	86.95	5,290.39	88.43	5,380.32	89.94	5,471.79	91.47
Total - Municipal Court	771,433.00	769,028.83	(2,404.17)	776,813.37	7,784.54	784,677.36	7,863.99	792,621.62	7,944.26	800,646.99	8,025.36
Probate Court											
Salaries	275,306.00	278,059.06	2,753.06	280,839.65	2,780.59	283,648.05	2,808.40	286,484.53	2,836.48	289,349.57	2,864.85
Services	27,496.00	27,496.00	0.00	27,963.43	467.43	28,438.81	473.38	28,922.27	483.46	29,413.95	491.68
Supplies	600.00	614.00	14.00	624.44	10.44	635.05	10.62	645.85	10.80	656.83	10.98
Total - Probate Court	303,402.00	306,169.06	2,767.06	309,427.52	3,258.46	312,721.91	3,294.39	316,052.65	3,330.74	319,420.15	3,367.50
Housing Court											
Salaries	262,732.00	265,359.32	2,627.32	268,012.91	2,653.59	270,693.04	2,680.13	273,395.97	2,706.93	276,133.97	2,734.00
Services	4,076.00	4,076.00	0.00	4,145.29	69.29	4,215.76	70.47	4,287.43	71.67	4,360.32	72.89
Supplies	30,100.00	30,100.00	0.00	30,611.70	511.70	31,132.10	520.40	31,661.34	529.25	32,199.59	538.24
Total - Housing Court	296,908.00	299,535.32	2,627.32	302,769.91	3,234.59	306,040.90	3,271.00	309,348.75	3,307.84	312,693.88	3,345.13
Housing Authority											
Salaries	8,000.00	8,080.00	80.00	8,160.80	80.80	8,242.41	81.61	8,324.83	82.42	8,408.08	83.25
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - Housing Authority	8,000.00	8,080.00	80.00	8,160.80	80.80	8,242.41	81.61	8,324.83	82.42	8,408.08	83.25

	2018 Approved Budget	2019 Projected Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023
PERA											
Salaries	150,960.00	152,469.60	1,509.60	155,994.30	1,524.70	155,534.24	1,539.94	157,089.58	1,555.34	158,660.48	1,570.90
Services	107,500.00	107,500.00	0.00	109,327.50	1,827.50	111,186.07	1,858.57	113,076.23	1,890.16	114,998.53	1,922.30
Supplies	5,000.00	5,115.00	115.00	5,201.96	86.95	5,290.39	88.43	5,380.32	89.94	5,471.79	91.47
Total - PERA	263,460.00	265,084.60	1,624.60	268,523.75	3,439.15	272,010.69	3,486.94	275,546.14	3,535.44	279,130.79	3,584.66
League of Cities & Towns											
Services	12,242.00	12,242.00	0.00	12,450.11	208.11	12,661.77	211.65	12,877.02	215.25	13,095.93	218.91
Total - League of Cities & Towns	12,242.00	12,242.00	0.00	12,450.11	208.11	12,661.77	211.65	12,877.02	215.25	13,095.93	218.91
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	42,320.00	42,743.20	423.20	43,170.63	427.43	43,602.34	431.71	44,038.36	436.02	44,478.75	440.38
Services	6,480.00	6,480.00	0.00	6,590.16	110.16	6,702.19	112.03	6,816.13	113.94	6,932.00	115.87
Supplies	1,800.00	2,302.00	502.00	2,341.13	39.13	2,380.93	39.80	2,421.41	40.48	2,462.57	41.16
Total - Human Relations	51,800.00	51,825.20	(274.80)	52,101.93	576.73	52,685.46	583.54	53,275.90	590.44	53,873.32	597.42
Arts, Culture, Film, & Tourism											
Salaries	341,922.00	345,341.22	3,419.22	348,794.63	3,453.41	352,282.58	3,487.95	355,805.40	3,522.83	359,363.46	3,558.05
Services	681,298.00	681,298.00	0.00	692,880.07	11,582.07	704,659.03	11,778.96	716,638.23	11,979.20	728,821.08	12,182.85
Supplies	1,000.00	1,023.00	23.00	1,040.39	17.39	1,058.08	17.69	1,076.06	17.99	1,094.36	18.29
Total - Arts, Culture, Film, & Tourism	1,024,220.00	1,027,662.22	3,442.22	1,042,715.09	15,052.87	1,057,999.68	15,284.59	1,073,519.70	15,520.02	1,089,278.90	15,759.20
Human Services											
Salaries	304,773.00	265,400.73	(39,372.27)	268,054.74	2,654.01	270,785.28	2,680.55	273,442.64	2,707.35	276,177.06	2,734.43
Services	146,700.00	46,700.00	(100,000.00)	47,493.90	793.90	48,301.30	807.40	49,122.42	821.12	49,957.50	835.08
Supplies	1,700.00	1,740.00	40.00	1,769.58	29.58	1,799.66	30.08	1,830.26	30.59	1,861.37	31.11
Total - Human Services	453,173.00	313,840.73	(139,332.27)	317,318.22	3,477.49	320,836.24	3,518.03	324,395.31	3,555.07	327,995.93	3,600.62
Vital Statistics											
Salaries	178,608.00	180,394.08	1,786.08	182,198.02	1,803.94	184,020.00	1,821.98	185,860.20	1,840.20	187,718.80	1,858.60
Services	8,392.00	8,392.00	0.00	8,534.66	142.66	8,679.75	145.09	8,827.31	147.56	8,977.37	150.06
Supplies	2,400.00	2,453.00	53.00	2,496.74	41.73	2,539.18	42.44	2,582.35	43.17	2,626.25	43.90
Total - Vital Statistics	189,400.00	191,241.08	1,841.08	193,229.42	1,988.34	195,238.93	2,009.51	197,269.86	2,038.92	199,322.42	2,052.57
Board of Canvassers											
Salaries	377,992.00	381,771.92	3,779.92	385,589.64	3,817.72	389,445.54	3,855.90	393,339.99	3,894.46	397,273.39	3,933.40
Services	92,124.00	92,124.00	0.00	93,690.11	1,566.11	95,282.84	1,592.73	96,902.65	1,619.81	98,549.99	1,647.35
Supplies	3,500.00	3,500.00	0.00	3,559.30	59.30	3,620.01	60.71	3,681.55	61.54	3,744.14	62.59
Total - Board of Canvassers	473,616.00	477,395.92	3,779.92	482,839.25	5,443.33	488,348.39	5,509.14	493,924.19	5,575.80	499,567.52	5,643.33
Bureau of Licenses											
Salaries	421,146.00	425,357.46	4,211.46	429,611.03	4,253.57	433,907.14	4,296.11	438,246.22	4,339.07	442,628.68	4,382.46
Services	168,100.00	168,100.00	0.00	170,957.70	2,857.70	173,863.98	2,906.28	176,819.67	2,955.69	179,825.60	3,005.93
Supplies	2,400.00	2,558.00	158.00	2,601.49	43.49	2,645.71	44.23	2,690.69	44.98	2,736.43	45.74
Total - Bureau of Licenses	591,646.00	596,015.46	4,369.46	603,170.22	7,154.76	610,416.84	7,246.62	617,786.57	7,339.74	625,190.71	7,434.14
City Council											
Salaries	285,645.00	288,501.45	2,856.45	291,386.46	2,885.01	294,300.33	2,913.86	297,243.33	2,943.00	300,215.77	2,972.43
Services	636,510.00	636,510.00	0.00	647,330.67	10,820.67	658,335.29	11,004.62	669,526.99	11,191.70	680,908.95	11,381.96
Supplies	7,000.00	7,161.00	161.00	7,282.74	121.74	7,406.54	123.81	7,532.45	125.91	7,660.51	128.05
Contingencies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - City Council	929,155.00	932,172.45	3,017.45	945,999.87	13,827.42	960,042.16	14,042.29	974,302.78	14,260.61	988,785.22	14,482.44
City Clerk											
Salaries	619,987.00	626,186.87	6,199.87	632,448.74	6,261.87	638,773.23	6,324.49	645,160.96	6,387.73	651,612.57	6,451.61
Services	27,490.00	27,490.00	0.00	27,957.33	467.33	28,432.60	475.27	28,915.96	483.35	29,407.53	491.57
Supplies	36.00	36.00	0.00	36.61	0.61	37.23	0.62	37.87	0.63	38.51	0.64
Total - City Clerk	647,513.00	653,712.87	6,199.87	660,442.68	6,729.81	667,243.07	6,800.38	674,114.78	6,871.72	681,058.61	6,943.82

	2018 Approved Budget	2019 Projected Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023
Treasury											
Salaries	395,540.00	399,495.40	3,955.40	403,490.35	3,994.95	407,525.26	4,034.90	411,600.51	4,075.25	415,716.52	4,116.01
Services	67,248.00	67,248.00	0.00	68,391.22	1,143.22	69,551.87	1,162.65	70,736.28	1,184.42	71,938.80	1,202.52
Supplies	2,000.00	2,251.00	251.00	2,289.27	38.27	2,328.18	38.92	2,367.76	39.58	2,408.02	40.25
Total - Treasury	464,788.00	468,994.40	4,206.40	474,170.84	5,176.44	479,407.31	5,236.47	484,704.56	5,297.25	490,063.33	5,358.77
City Council Administration											
Salaries	777,328.00	785,101.28	7,773.28	792,952.29	7,851.01	800,881.82	7,929.52	808,890.63	8,008.82	816,979.54	8,088.91
Services	44,100.00	44,100.00	0.00	44,849.70	749.70	45,612.14	762.44	46,387.55	775.41	47,176.14	788.59
Supplies	20,300.00	20,718.00	418.00	21,070.21	352.21	21,428.40	358.19	21,792.68	364.28	22,163.16	370.48
Total - City Council Administration	841,728.00	849,919.28	8,191.28	858,872.20	8,952.92	867,922.36	9,050.16	877,070.87	9,148.51	886,318.84	9,247.97
Office of the Internal Auditor											
Salaries	234,233.00	236,575.33	2,342.33	238,941.08	2,365.75	241,330.49	2,389.41	243,743.80	2,413.30	246,181.24	2,437.44
Services	57,500.00	57,500.00	0.00	58,477.50	977.50	59,471.62	994.12	60,482.63	1,011.02	61,510.84	1,028.20
Supplies	1,400.00	1,285.00	(115.00)	1,306.85	21.84	1,329.06	22.22	1,351.66	22.59	1,374.63	22.98
Total - Office of the Internal Auditor	293,133.00	295,360.33	2,227.33	298,725.43	3,365.10	302,131.17	3,405.74	305,578.09	3,446.92	309,066.71	3,488.62
Archives											
Salaries	202,703.00	204,730.03	2,027.03	206,777.33	2,047.30	208,845.10	2,067.77	210,933.55	2,088.45	213,042.89	2,109.34
Services	1,530.00	1,530.00	0.00	1,536.01	26.01	1,582.46	26.45	1,609.36	26.90	1,636.72	27.36
Supplies	7,100.00	7,282.00	182.00	7,405.79	123.79	7,531.69	125.90	7,659.73	128.04	7,789.95	130.22
Total - Archives	211,333.00	213,542.03	2,209.03	215,739.13	2,197.10	217,959.26	2,220.12	220,202.65	2,243.39	222,469.56	2,266.91
Total - Departmental Expenditures	157,961,830.00	162,790,708.09	4,828,878.09	164,661,010.64	1,870,302.55	167,303,820.69	2,642,810.06	170,812,346.73	3,508,526.04	172,799,210.80	1,986,864.06
Non Departmental-General Fund											
Contingencies	1,580,000.00	0.00	(1,580,000.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Neighborhood Reinvestment	1,500,000.00	0.00	(1,500,000.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Neighborhood Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - Non Departmental-General Fund	3,080,000.00	0.00	(3,080,000.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Heat Power & Light	3,731,920.00	8,690,756.00	4,958,836.00	8,995,527.00	304,771.00	9,298,677.00	303,150.00	9,844,087.00	545,410.00	9,844,087.00	0.00
LED Street Light Gross Savings Before Debt Service	-	(3,000,000.00)	(3,000,000.00)	(3,000,000.00)	0.00	(3,000,000.00)	0.00	(3,000,000.00)	0.00	(3,000,000.00)	0.00
Total - Heat Power & Light	3,731,920.00	5,690,756.00	1,958,836.00	5,995,527.00	304,771.00	6,298,677.00	303,150.00	6,844,087.00	545,410.00	6,844,087.00	0.00
Grants, Commissions & Misc.											
Total - Grants, Commissions & Misc.	5,878,000.00	5,878,000.00	0.00	5,878,000.00	0.00	5,878,000.00	0.00	5,878,000.00	0.00	5,878,000.00	0.00
Ceremonies											
Ceremonies Total	9,030.00	9,030.00	0.00	9,030.00	0.00	9,030.00	0.00	9,030.00	0.00	9,030.00	0.00
Debt Service - Per Schedule at July 1, 2017	65,145,540.00	65,145,540.00	0.00	65,145,540.00	0.00	65,145,540.00	0.00	65,145,540.00	0.00	65,145,540.00	0.00
Debt Service Total	65,145,540.00	65,145,540.00	0.00	65,145,540.00	0.00	65,145,540.00	0.00	65,145,540.00	0.00	65,145,540.00	0.00
Workers Compensation											
Workers Compensation - Medical Expenses	1,400,000.00	1,432,200.00	32,200.00	1,456,547.40	24,347.40	1,481,308.71	24,761.31	1,506,490.95	25,182.25	1,532,101.30	25,610.35
Services	335,000.00	424,545.00	89,545.00	431,762.27	7,217.26	439,102.22	7,339.96	446,566.96	7,464.74	454,158.60	7,591.64
Workers Compensation Total	1,735,000.00	1,856,745.00	121,745.00	1,888,309.67	31,564.66	1,920,410.93	32,101.26	1,953,057.92	32,646.99	1,986,259.90	33,201.98

	2018 Approved Budget	2019 Projected Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023
Employee Benefits											
Auto Allowance	199,640.00	199,640.00	0.00	199,640.00	0.00	199,640.00	0.00	199,640.00	0.00	199,640.00	0.00
Dental Insurance	1,614,999.00	1,695,748.95	80,749.95	1,789,536.40	84,787.45	1,869,563.22	89,026.82	1,963,041.38	93,478.16	2,061,193.45	98,152.07
Education Incentives	178,360.00	178,360.00	0.00	178,360.00	0.00	178,360.00	0.00	178,360.00	0.00	178,360.00	0.00
Elected Officials 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	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
F.I.C.A.	4,980,048.00	4,470,229.88	(509,818.12)	4,522,336.08	52,106.20	4,578,158.12	55,822.04	4,637,941.31	59,783.19	4,684,320.72	46,379.41
Healthcare EE Cash Payment	1,500.00	1,500.00	0.00	1,500.00	0.00	1,500.00	0.00	1,500.00	0.00	1,500.00	0.00
Laborer's International Pension	2,398,824.00	2,398,824.00	0.00	2,398,824.00	0.00	2,398,824.00	0.00	2,398,824.00	0.00	2,398,824.00	0.00
Legal Service	59,964.00	59,964.00	0.00	59,964.00	0.00	59,964.00	0.00	59,964.00	0.00	59,964.00	0.00
Local 1033 Benefits Expense	2,165,880.00	2,165,880.00	0.00	2,165,880.00	0.00	2,165,880.00	0.00	2,165,880.00	0.00	2,165,880.00	0.00
Medical Benefits - Active Members	19,325,226.00	20,291,487.30	966,261.30	21,306,061.67	1,014,574.37	22,371,364.75	1,065,303.08	23,489,932.99	1,118,568.24	24,664,429.63	1,174,496.63
Medical Benefits - Retirees	25,147,987.00	26,405,386.35	1,257,399.35	27,725,655.67	1,320,269.32	29,111,938.45	1,386,282.78	30,567,535.37	1,455,596.92	32,095,912.14	1,528,376.77
Medical Services - Workmans Compensation	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
Pension Contribution	60,902,255.00	68,011,275.74	7,109,020.74	71,576,719.57	3,565,443.84	74,398,933.17	2,822,213.60	77,019,603.97	2,620,670.80	79,733,092.37	2,713,488.40
Stipends	6,900.00	6,900.00	0.00	6,900.00	0.00	6,900.00	0.00	6,900.00	0.00	6,900.00	0.00
Unemployment Compensation	240,000.00	240,000.00	0.00	240,000.00	0.00	240,000.00	0.00	240,000.00	0.00	240,000.00	0.00
Employee Benefits - Total	117,721,593.00	126,625,196.22	8,903,613.22	132,662,377.38	6,037,181.16	138,081,025.71	5,418,648.33	143,429,123.02	5,348,097.31	148,990,016.32	5,560,893.30

Rainy Day Fund	3,560,000.00	3,720,523.55	160,523.55	3,780,569.93	60,046.39	3,884,170.74	103,600.81	3,973,553.55	89,382.81	4,050,154.98	76,601.42
School Approp. to Balance School Budget	128,546,611.00	128,546,611.00	0.00	128,546,611.00	0.00	128,546,611.00	0.00	128,546,611.00	0.00	128,546,611.00	0.00
Total City General Fund Expenditures	487,369,514.00	500,263,109.85	12,893,595.85	508,566,975.62	8,303,863.77	517,067,286.08	8,500,310.46	526,591,349.22	9,524,063.15	534,248,909.99	7,657,560.77
Compared to General Fund Revenues	487,369,514.00	500,598,965.75	13,229,451.75	508,677,564.43	8,078,598.68	515,858,784.24	7,181,219.81	523,670,022.62	7,811,238.38	534,703,977.16	11,033,954.54
Total Surplus/(Deficit)	0.00	335,855.90	335,855.90	110,588.81	(225,267.09)	(1,208,501.83)	(1,319,096.64)	(2,921,326.60)	(1,712,824.77)	455,067.17	3,376,393.77

Projected Expenditure Summary

	2018 Approved Budget	2019 Projected Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023
Salaries	118,726,032.00	121,684,039.09	4,958,007.08	125,431,493.05	1,747,453.96	127,416,751.30	1,985,258.26	129,656,547.16	2,239,795.86	130,953,112.63	1,296,565.47
Services	39,307,857.00	38,430,266.00	(877,591.00)	38,758,993.89	328,727.89	39,619,122.83	860,128.94	41,330,980.41	1,711,857.58	41,917,257.59	586,277.19
Supplies	6,523,661.00	6,241,704.00	(281,957.00)	6,347,812.97	106,108.97	6,455,725.79	107,912.82	6,565,473.13	109,747.34	6,677,086.17	111,613.04
Capital	551,200.00	550,000.00	(1,200.00)	550,000.00	0.00	550,000.00	0.00	550,000.00	0.00	550,000.00	0.00
Employee Benefits											
Pension	60,902,255.00	68,011,275.74	7,109,020.74	71,576,719.57	3,565,443.84	74,398,933.17	2,822,213.60	77,019,603.97	2,620,670.80	79,733,092.37	2,713,488.40
Medical Benefits - Active Members	19,325,226.00	20,291,487.30	966,261.30	21,306,061.67	1,014,574.37	22,371,368.75	1,065,303.08	23,489,932.99	1,118,568.24	24,664,429.63	1,174,496.65
Medical Benefits - Retirees	25,147,987.00	26,405,386.35	1,257,399.35	27,725,655.67	1,320,269.32	29,111,938.45	1,386,282.78	30,567,535.37	1,455,596.92	32,095,912.14	1,528,376.77
Other Employee Benefits	13,746,115.00	13,349,246.83	(396,868.17)	13,510,487.88	161,241.04	13,680,998.04	169,610.16	13,858,541.64	178,443.60	14,028,683.47	170,141.83
Total Employee Benefits	119,121,583.00	128,057,396.22	8,935,813.22	134,118,924.78	6,061,528.56	139,562,334.41	5,443,409.63	144,935,613.98	5,373,279.56	150,522,117.62	5,586,503.65
Grants, Commission, and Ceremonies	5,887,030.00	5,887,030.00	0.00	5,887,030.00	0.00	5,887,030.00	0.00	5,887,030.00	0.00	5,887,030.00	0.00
Debt Service	65,145,540.00	65,145,540.00	0.00	65,145,540.00	0.00	65,145,540.00	0.00	65,145,540.00	0.00	65,145,540.00	0.00
Deficit Reduction Plan	3,560,000.00	3,720,523.55	160,523.55	3,780,569.93	60,046.39	3,884,170.74	103,600.81	3,973,553.35	89,382.61	4,050,154.98	76,601.62
School Approp. to Balance School Budget	128,546,611.00	128,546,611.00	0.00	128,546,611.00	0.00	128,546,611.00	0.00	128,546,611.00	0.00	128,546,611.00	0.00
Total	487,569,514.00	500,263,109.85	12,693,595.85	508,566,975.62	8,303,865.77	517,067,286.08	8,500,310.46	526,591,349.22	9,524,063.15	534,248,909.99	7,657,560.77

FY2019-FY2023 FIVE-YEAR PLAN

BASED UPON ASSUMPTIONS AS OUTLINED IN ALL SCHEDULES

	School Department				
	2018 Approved Budget	2019 Projected Budget	2020 Projected Budget	2021 Projected Budget	2022 Projected Budget
Projected Revenue - School	\$381,951,482	\$384,037,923	\$386,037,923	\$388,037,923	\$390,037,923
Projected Expenditures - School	\$381,951,482	\$387,789,072	\$398,304,436	\$409,078,063	\$419,384,398
Projected Budget Surplus(Deficit)	\$0.00	(\$3,751,149)	(\$12,266,513)	(\$21,040,140)	(\$29,346,475)
					\$392,037,923
					\$429,150,698
					(\$37,112,775)

Providence School Department
Local Budget
5 year Projection
2019-2023

SCHOOL REVENUES	2018 Budget	2019 Projected Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2021 - 2022	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023
State Aid to Education	\$246,969,871	\$249,056,312	2,086,441	\$251,056,312	2,000,000	\$253,056,312	2,000,000	\$255,056,312	2,000,000	\$257,056,312	2,000,000
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	128,546,611	128,546,611	0	128,546,611	0	128,546,611	0	128,546,611	0	128,546,611	0
Total School Revenues	381,951,482	384,037,923	2,086,441	386,037,923	2,000,000	388,037,923	2,000,000	390,037,923	2,000,000	392,037,923	2,000,000
Expenditures	381,951,482	387,789,072	5,837,590	398,304,436	10,515,364	409,078,063	10,773,628	419,384,398	10,306,335	429,150,698	9,766,300
Budget Gap	\$0	(\$3,751,149)		(\$12,266,513)		(\$21,040,140)		(\$29,346,475)		(\$37,112,775)	

	2018 Budget	2019 Projected Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019- 2020	2021 Projected Budget	Variance 2020- 2021	2022 Projected Budget	Variance 2021- 2022	2023 Projected Budget	Variance 2022- 2023
SCHOOL DEPARTMENT EXPENDITURES											
Salaries:											
Salaries	\$189,671,920	\$191,234,376	\$1,562,456	\$194,046,720	\$2,812,344	\$196,887,187	\$2,840,467	\$199,756,059	\$2,868,872	\$202,653,620	\$2,897,561
Substitute Teachers	7,200,043	7,200,043	0	7,272,043	72,000	7,344,764	72,720	7,418,212	73,448	7,492,394	74,182
Overtime	435,532	435,532	0	439,887	4,355	444,286	4,399	448,729	4,443	453,216	4,487
After School	72,650	72,650	0	73,377	727	74,110	734	74,851	741	75,600	749
Total Salaries	\$197,380,145	\$198,942,601	\$1,562,456	\$201,832,027	\$2,889,426	\$204,750,347	\$2,918,320	\$207,697,851	\$2,947,503	\$210,674,829	\$2,976,979
Services**:											
Auto Allowance	\$80,325	\$81,128	\$803	\$82,913	\$1,785	\$84,737	\$1,824	\$86,601	\$1,864	\$88,507	\$1,905
Diagnosticians	75,000	75,750	750	77,417	1,667	79,120	1,703	80,860	1,741	82,639	1,779
Speech Therapists	90,000	90,900	900	92,900	2,000	94,944	2,044	97,032	2,089	99,167	2,135
Occupational Therapists	80,000	80,800	800	82,578	1,778	84,394	1,817	86,251	1,857	88,149	1,898
Interpreters and Translators	10,000	10,100	100	10,322	222	10,549	227	10,781	232	11,019	237
Student Assistance	691,880	262,600	(429,280)	268,377	5,777	274,281	5,904	280,316	6,034	286,483	6,167
Consultants	11,600	11,716	116	11,974	258	12,237	263	12,506	269	12,782	275
Workshops	13,300	13,433	133	13,729	296	14,031	302	14,339	309	14,655	315
Accounting Fees	74,723	75,470	747	77,131	1,660	78,827	1,697	80,562	1,734	82,334	1,772
Recovery of Attorney Fees	42,000	42,420	420	43,353	933	44,307	954	45,282	975	46,278	996
Heath Service Providers	10,000	10,100	100	10,322	222	10,549	227	10,781	232	11,019	237
Miscellaneous Services	507,155	512,227	5,072	523,496	11,269	535,012	11,517	546,783	11,770	558,812	12,029
Negotiation/Arbitration	20,000	20,200	200	20,644	444	21,099	454	21,563	464	22,037	474
Police Details	62,933	63,562	629	64,961	1,398	66,390	1,429	67,850	1,461	69,343	1,493
Physician Fees	19,000	19,190	190	19,612	422	20,044	431	20,485	441	20,935	451
Dental Fees	71,490	72,205	715	73,793	1,589	75,417	1,623	77,076	1,659	78,772	1,696
Medicaid Services	113,575	114,711	1,136	117,234	2,524	119,814	2,579	122,449	2,636	125,143	2,694
Official & Referee Fees	120,675	121,882	1,207	124,563	2,681	127,304	2,740	130,104	2,801	132,967	2,862
Data Processing	220,000	222,200	2,200	227,088	4,888	232,084	4,996	237,190	5,106	242,408	5,218
Other Technical Services	624,683	562,250	(62,433)	574,619	12,369	587,261	12,642	600,181	12,920	613,385	13,204
Postage	113,314	114,447	1,133	116,965	2,518	119,538	2,573	122,168	2,630	124,856	2,688
Catering/Food Reimbursement	33,210	33,542	332	34,280	738	35,034	754	35,805	771	36,593	788
Services (continued):											
Rubbish Disposal Service	337,530	340,905	3,375	348,405	7,500	356,070	7,665	363,904	7,834	371,910	8,006

	2018 Budget	2019 Projected Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019- 2020	2021 Projected Budget	Variance 2020- 2021	2022 Projected Budget	Variance 2021- 2022	2023 Projected Budget	Variance 2022- 2023
Rental of Snow Removal	450,000	454,500	4,500	464,499	9,999	474,718	10,219	485,162	10,444	495,835	10,674
Custodial Services	17,743,036	18,163,066	420,030	18,707,958	544,892	19,269,196	561,239	19,847,272	578,076	20,442,690	595,418
Rodent & Pest Control	30,000	30,300	300	30,967	667	31,648	681	32,344	696	33,056	712
Cleaning Service	3,000	3,030	30	3,097	67	3,165	68	3,234	70	3,306	71
Non Technology Related Repairs	48,144	48,625	481	49,695	1,070	50,788	1,093	51,906	1,117	53,048	1,142
Repairs	3,650	3,687	37	3,768	81	3,850	83	3,935	85	4,022	87
Other Repairs	166,272	167,935	1,663	171,629	3,695	175,405	3,776	179,264	3,859	183,208	3,944
Technology Repairs	578,377	584,161	5,784	597,012	12,852	610,147	13,134	623,570	13,423	637,288	13,719
Installation of Communications	118,000	119,180	1,180	121,802	2,622	124,482	2,680	127,220	2,739	130,019	2,799
Internet Connectivity	260,871	263,480	2,609	269,276	5,797	275,200	5,924	281,255	6,054	287,442	6,188
Rental of Buildings	142,413	143,837	1,424	147,002	3,164	150,236	3,234	153,541	3,305	156,919	3,378
Miscellaneous Rentals	3,990	4,030	40	4,119	89	4,209	91	4,302	93	4,396	95
Computer Rentals	800	808	8	826	18	844	18	863	19	881	19
Graduation Rentals	39,100	39,491	391	40,360	869	41,248	888	42,155	907	43,083	927
Alarm & Fire Safety Services	1,076,446	622,610	(453,836)	636,308	13,697	650,307	13,999	664,613	14,307	679,235	14,621
Moving & Rigging	45,000	45,450	450	46,450	1,000	47,472	1,022	48,516	1,044	49,584	1,067
Transportation	16,547,864	17,011,204	463,340	17,521,540	510,336	18,047,187	525,646	18,588,602	541,416	19,146,260	557,658
Advertising	39,500	39,895	395	40,773	878	41,670	897	42,586	917	43,523	937
Printing	137,426	138,800	1,374	141,854	3,054	144,975	3,121	148,164	3,189	151,424	3,260
Binding	5,000	5,050	50	5,161	111	5,275	114	5,391	116	5,509	119
Tuition to other School Districts	1,827,133	1,741,553	(85,580)	1,741,553	0	1,741,553	0	1,741,553	0	1,741,553	0
Tuition	13,848,426	14,548,426	700,000	15,248,426	700,000	15,948,426	700,000	16,648,426	700,000	17,348,426	700,000
Tuition to Educational Services	144,368	145,812	1,444	149,020	3,208	152,298	3,278	155,649	3,351	159,073	3,424
Tuition to Charter Schools	17,984,637	20,372,319	2,387,682	22,101,035	1,728,716	23,808,356	1,707,321	24,967,965	1,159,609	25,181,915	213,950
Board Training	21,000	21,210	210	21,677	467	22,154	477	22,641	487	23,139	498
Subscriptions & Periodicals	93,959	94,899	940	96,986	2,088	99,120	2,134	101,301	2,181	103,529	2,229
Professional Organizational Fees	181,164	182,976	1,812	187,001	4,025	191,115	4,114	195,320	4,205	199,617	4,297
Other Fees	190,329	192,232	1,903	196,461	4,229	200,784	4,322	205,201	4,417	209,715	4,514
Total Services	\$75,152,298	\$78,140,303	\$2,988,005	\$81,762,929	\$3,622,626	\$85,398,868	\$3,635,939	\$88,522,820	\$3,123,952	\$90,737,884	\$2,215,064

Supplies**:

	2018 Budget	2019 Projected Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019- 2020	2021 Projected Budget	Variance 2020- 2021	2022 Projected Budget	Variance 2021- 2022	2023 Projected Budget	Variance 2022- 2023
Testing Materials	\$26,900	\$27,169	\$269	\$27,767	\$598	\$28,378	\$611	\$29,002	\$624	\$29,640	\$638
Educational Supplies	1,292,453	1,305,378	12,925	1,334,096	28,718	1,363,446	29,350	1,393,442	29,996	1,424,097	30,656
Wearing Apparel	27,100	27,371	271	27,973	602	28,589	615	29,218	629	29,860	643
Graduation Supplies	13,985	14,125	140	14,436	311	14,753	318	15,078	325	15,409	332
Health Supplies	55,419	55,973	554	57,205	1,231	58,463	1,259	59,749	1,286	61,064	1,314
Athletic Supplies	84,818	85,666	848	87,551	1,885	89,477	1,926	91,445	1,968	93,457	2,012
Gasoline	63,000	63,630	630	65,030	1,400	66,461	1,431	67,923	1,462	69,417	1,494
Propane	1,600	1,616	16	1,652	36	1,688	36	1,725	37	1,763	38
Glass	35,000	35,350	350	36,128	778	36,923	795	37,735	812	38,565	830
Lumber & Hardware	90,000	90,900	900	92,900	2,000	94,944	2,044	97,032	2,089	99,167	2,135
Plumbing Supplies	25,747	26,004	257	26,577	572	27,161	585	27,759	598	28,369	611
Housekeeping Supplies	5,000	5,050	50	5,161	111	5,275	114	5,391	116	5,509	119
Textbooks	328,869	332,158	3,289	339,465	7,307	346,933	7,468	354,566	7,633	362,366	7,800
Library Books	67,823	68,501	678	70,008	1,507	71,548	1,540	73,123	1,574	74,731	1,609
Reference Books	30,781	31,089	308	31,773	684	32,472	699	33,186	714	33,916	730
Computer Related Supplies	38,773	39,161	388	40,022	862	40,903	880	41,803	900	42,722	920
Non-Public Textbooks	142,000	143,420	1,420	146,575	3,155	149,800	3,225	153,095	3,296	156,464	3,368
Technology Software	482,347	487,170	4,823	497,888	10,718	508,842	10,954	520,036	11,195	531,477	11,441
Total Supplies	\$2,811,615	\$2,839,731	\$28,116	\$2,902,205	\$62,474	\$2,966,054	\$63,849	\$3,031,307	\$65,253	\$3,097,996	\$66,689

Employee Benefits:

	2018 Budget	2019 Projected Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019- 2020	2021 Projected Budget	Variance 2020- 2021	2022 Projected Budget	Variance 2021- 2022	2023 Projected Budget	Variance 2022- 2023
Lincoln Financial Ins.	\$188,691	\$190,578	\$1,887	\$194,771	\$4,193	\$199,056	\$4,285	\$203,435	\$4,379	\$207,910	\$4,476
Dental Insurance	2,826,434	2,939,491	113,057	3,057,071	117,580	3,179,354	122,283	3,306,528	127,174	3,438,789	132,261
Disability Insurance	134,920	136,269	1,349	139,267	2,998	142,331	3,064	145,462	3,131	148,662	3,200
Teacher Wellness	484,455	489,300	4,845	489,300	0	500,064	10,765	511,066	11,001	522,309	11,243
Employee Medical	32,236,005	33,525,445	1,289,440	34,866,463	1,341,018	36,261,122	1,394,659	37,711,566	1,450,445	39,220,029	1,508,463
Retiree Medical	6,264,702	6,421,320	156,618	6,678,172	256,853	6,945,299	267,127	7,223,111	277,812	7,512,036	288,924
State Retirement	21,309,115	21,344,973	35,858	21,878,598	533,624	22,534,956	656,358	23,211,004	676,049	24,139,444	928,440
City Retirement	9,621,273	10,621,273	1,000,000	11,621,273	1,000,000	12,621,273	1,000,000	13,621,273	1,000,000	14,621,273	1,000,000
FICA	15,099,583	15,219,109	119,526	15,440,150	221,041	15,663,402	223,252	15,888,886	225,484	16,116,624	227,739
Unemployment	625,631	631,887	6,256	645,789	13,902	659,996	14,207	674,516	14,520	689,355	14,839
Workers Compensation	1,950,000	1,969,500	19,500	2,012,829	43,329	2,057,111	44,282	2,102,368	45,256	2,148,620	46,252
Workers Compensation-Medical	550,000	555,500	5,500	567,721	12,221	580,211	12,490	592,976	12,765	606,021	13,045
Employee Assistance Program	37,800	38,178	378	39,018	840	39,876	858	40,754	877	41,650	897
Employee Tuition Reimbursement	17,500	17,500	0	17,885	385	18,278	393	18,681	402	19,092	411
Union Benefits & Pension	4,361,093	4,494,704	133,611	4,683,587	188,883	4,876,626	193,039	4,983,912	107,286	5,093,558	109,646
Liability Insurance	559,196	564,788	5,592	577,213	12,425	589,912	12,699	602,890	12,978	616,154	13,264
Claims	200,000	202,000	2,000	206,444	4,444	210,986	4,542	215,627	4,642	220,371	4,744
Total Employee Benefits	\$96,466,398	\$99,361,815	\$2,895,417	\$103,115,551	\$3,753,736	\$107,079,853	\$3,964,302	\$111,054,054	\$3,974,202	\$115,361,899	\$4,307,844

Utilities:

Water	\$285,853	288,712	2,859	295,063	6,352	301,555	6,491	308,189	6,634	314,969	6,780
Telephone	408,800	412,888	4,088	421,972	9,084	431,255	9,283	440,743	9,488	450,439	9,696
Sewer Usage Fees	559,760	565,358	5,598	577,795	12,438	590,507	12,712	603,498	12,991	616,775	13,277
Electricity	3,253,692	3,286,229	32,537	3,358,526	72,297	3,432,414	73,888	3,507,927	75,513	3,585,101	77,174
Natural Gas	2,526,164	2,551,426	25,262	2,607,557	56,131	2,664,923	57,366	2,723,552	58,628	2,783,470	59,918
Fuel	25,000	25,250	250	25,806	556	26,373	568	26,953	580	27,546	593
Total Utilities	\$7,059,269	\$7,129,862	\$70,593	\$7,286,719	\$156,857	\$7,447,026	\$160,308	\$7,610,861	\$163,835	\$7,778,300	\$167,439

Equipment**:

Educational Equipment	\$111,995	\$111,995	\$0	\$114,459	\$2,464	\$116,977	\$2,518	\$119,550	\$2,573	\$122,181	\$2,630
Furniture & Fixtures	358,415	261,504	(96,911)	267,257	5,753	273,137	5,880	279,146	6,009	285,287	6,141
Capital Improvements	120,000	0	(120,000)	0	0	0	0	0	0	0	0
Computer Hardware	2,491,347	1,001,260	(1,490,087)	1,023,288	22,028	1,045,801	22,512	1,068,808	23,008	1,092,322	23,514
Total Equipment	\$3,081,757	\$1,374,760	-\$1,706,997	\$1,405,004	\$30,245	\$1,435,914	\$30,910	\$1,467,505	\$31,590	\$1,499,790	\$32,285
TOTAL SCHOOL EXPENDITURES	\$381,951,482	\$387,789,072	\$5,837,590	\$398,304,436	\$10,515,364	\$409,078,063	\$10,773,628	\$419,384,398	\$10,306,335	\$429,150,698	\$9,766,300