



WARWICK PUBLIC SCHOOLS

RICHARD D'AGOSTINO
SUPERINTENDENT of SCHOOLS

ANTHONY FERRUCCI
CHIEF BUDGET OFFICER

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TO: Richard D'Agostino, Superintendent
FROM: Anthony Ferrucci, Chief Budget Officer
DATE: 4-23-13
SUBJECT: Fy2014 School Committee Adopted Recommended Budget

Attached is Warwick Public Schools' School Committee Adopted Recommended Budget for Fy2014. The School Committee adopted this budget at its meeting on Tuesday, April 23, 2013 by a vote of 5-0.

Overall, the budget as compared to the School Committee's most recently Approved Revised budget of \$159,335,617, is projected to increase by eight tenths of one percent, (0.8% equaling a total dollar value of \$1,379,765).

While expenses are rising by 0.8%, unfortunately, revenue is projected to decrease by <1.6%>, (equaling a total dollar value of <\$2,563,398.>

This decrease in revenue and increase in expense puts Warwick Public Schools in the unfortunate position of needing to seek additional funds from the City in order to maintain the current level of buildings, programs and services.

Outlined below are the most significant factors that have impacted this Budget.

REVENUE

- State Aid: Includes the Governor's Recommended Allocation for Warwick less an adjustment for declining enrollment. (The Governor's budget uses enrollment figures from October 2012.) Historically, the final allocations the school department receives are reduced based on enrollments determined in March. Even with reduced enrollments, we anticipate receiving an additional \$614,262 in state aid for Fy2014.
- Historical structural deficit has now come forward as the school department has relied upon approximately \$2 million dollars annually over the last three years. Fy2013 has only a small surplus projected to be carried forward thereby reducing available revenue considerably. Total Lost Carryover Revenue: <\$3,069,776.>
- Minor adjustments were made to each revenue line based on actual trends.

Fy2014 School Committee Adopted Recommended Budget as of 4-23-13, continued.

EXPENSES

Before commenting on the details contained within the Adopted Recommended Budget for Fy2014, we should reflect on what Warwick Public Schools has done over the past few years which have dramatically impacted the schools operating budget.

- Elementary Schools have been closed, thereby reducing staffing and utility costs.
- Warwick School employees have agreed to pay 20% towards their medical premiums, saving the school department millions of dollars annually.
- Outsourcing in house transportation, thereby leading to the reduction of 64 staff positions and saving hundreds of thousands of dollars annually.

All of these major undertakings have resulted in Warwick Public Schools achieving balanced budgets and surpluses even with a 5% reduction in local support. For Fy2014, there are no substantial undertakings such as those noted above included in the Adopted Recommended Budget.

Included in the Fy2014 Adopted Recommended Budget are the following notable items:

- All buildings and programs in existence as of 4-1-13 are budgeted.
- Limit of 10 staff reductions as capacity and building scheduling nears alignment with current staffing.
- Maintain level funding of textbooks, including \$650,000 for a new math series.
- Maintained relatively level funding for technology even though many initiatives are considerably underfunded.
- Cut all Professional Development funds for substitutes and stipends. (It is our expectation to reseed these lines with surplus dollars from Fy2013, to the extent available).
- Building, capital improvements and fire code issues continue to be serious issues threatening the district.
- In regards to next year's budget, the three most pressing issues facing the school district are:
 - a) Reliance on prior year surplus that has now been fully utilized \$3,069,776.
 - b) Tuitions paid to other Districts for Career & Tech Programs as well as Charter Schools. In total this out flow is \$1,120,400.
 - c) Debt Service, unlike other public schools, Warwick Schools is committed to pay bond principal and interest from operating funds in the amount of \$899,857.

Total Fy2014 School Committee Adopted Recommended Budget is: \$160,625,627.

WARWICK PUBLIC SCHOOLS

FY 2013 – 2014

Budget



Warwick Public Schools
School Committee Adopted Recommended
April 23, 2013

School Committee

Bethany A. Furtado, Chairperson
M. Terri Medeiros, Vice Chair
Jennifer Ahearn, Clerk
Eugene A. Nadeau
Karen Bachus

School Administration

Richard D'Agostino
Superintendent

Anthony Ferrucci
Chief Budget Officer

Warwick Public Schools
FY 2014
School Committee Adopted Recommended Budget
April 23, 2013

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Curriculum

Buildings, Grounds and Capital Projects

Technology

District Administration

District Initiatives Included in Fy2014 Proposed Budget:

Buildings and Grounds

Curriculum

Technology

Budget Worksheets

Fy14 Recommended Budget Summarized by Account Code

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Fy14 Recommended Employee Group Staffing Supplement

Fy14 Recommended Summary of Total Non-Staff Expenses by District Director

WARWICK PUBLIC SCHOOLS
SCHOOL COMMITTEE ADOPTED RECOMMENDED BUDGET – Fy2014
OVERVIEW OF THE BUDGET PROCESS-Fy14 Budget Calendar

	ORIGINAL	REVISED
BUDGET INSTRUCTIONS and FILES DISTRIBUTED TO ALL BUDGET MANAGERS	Monday December 17, 2012	
ELEMENTARY PRINCIPALS SUBMITTALS DUE In DIRECTOR OF ELEMENTARY ED OFFICE	Friday January 11, 2013	
BUDGET MANAGERS SUBMITTALS DUE IN BUSINESS OFFICE	Friday January 18, 2013	
REVIEWS OF BUDGET MANAGERS REQUESTS BY DISTRICT DIRECTORS	January 22, 2013 thru January 31, 2013	
BUDGET REVIEW MEETINGS by CORT	February 5 thru 15, 2013	March 5 & 6, 2013
STAFFING BUDGET COMPLETED	Thursday February 28, 2013	Tuesday March 26, 2013
DRAFT BUDGET PRESENTATED to DIRECTORS and BUDGET MANAGERS by CHIEF BUDGET OFFICER	Thursday March 7, 2013	Friday March 22, 2013
DRAFT BUDGET PRESENTATED to DIRECTORS		Thursday March 28, 2013
FINAL BUDGET TO SUPERINTENDENT	Friday March 29, 2013	Tuesday April 2, 2013
PUBLIC HEARING WITH SCHOOL COMMITTEE	Tuesday April 9, 2013	
PUBLIC HEARING WITH SCHOOL COMMITTEE	Wednesday April 10, 2013	
BUDGET ADOPTION BY SCHOOL COMMITTEE	Tuesday April 23, 2013	
BUDGET DUE IN MAYOR’S OFFICE	Friday April 26, 2013	

WARWICK PUBLIC SCHOOLS
SCHOOL COMMITTEE ADOPTED RECOMMENDED BUDGET –Fy2014

OVERVIEW OF THE BUDGET PROCESS-Submittal Process

A Budget package was distributed to all District Budget Managers on December 17, 2012.

Within the budget instructions, the Chief Budget Officer advised all those responsible for preparing a budget to be as conservative as possible due to the following program and fiscal constraints:

- Budget based on student enrollments within the programs and grades not based on prior year approved dollars.
- Be conscious of the fact that the School Department had a structural deficit going into the Fy14 Budget process. In Fy2013 \$2.8 million dollars of prior year surplus was utilized to balance the current year's budget. Budget Managers were advised that For Fy14, this amount of revenue would be unavailable.
- Lastly, Budget Managers were advised that given the economic conditions within our community, budget increases were unlikely and thus all efforts were needed to reduce where possible and minimize increases where necessary.

After the initial submittals were made, the District's Directors went about validating each Budget Manager's request. In some instances, requests were pared down due to budgetary constraints. During the Month of March, 2013, a Central Office Review Team (CORT) process was used to further validate each budget request. During this CORT process, the Budget Presenters all had to address five issues; what the current year budget was under their control, what current year initiatives were being addressed, what needs were identified but not included in the Fy14 Budget request due to budget constraints, what the total amount was being requested in Fy14 and finally, identify initiatives that were planned on being addressed within their requested Fy14 Budget.

Based on feedback received during this CORT and from a final Director's Review on March 28, 2013, a Proposed Budget was presented to the Superintendent of Schools. The Superintendent and the Chief Budget Officer then finalized a Superintendent Recommended Budget for the Warwick Public School Committee to consider.

WARWICK PUBLIC SCHOOLS
SCHOOL COMMITTEE ADOPTED RECOMMENDED BUDGET – FY2014

APRIL 23, 2013

INITIATIVES NOT INCLUDED IN FY14 RECOMMENDED BUDGET

- Elementary Education:
 - Additional Reading Teachers- (8) \$ 640,000
 - Fulltime Nurses at ALL Schools \$ 480,000
 - K-12 Science Supervisor \$ 120,000
 - Secondary Education:
 - Deans of Discipline-(3) One at Each High School \$ 360,000
 - Credit Recovery-Stipends and Student Licenses \$ 20,000
 - Special Education:
 - New Behavior Classroom (1.0 Teacher & 1.0 TA) \$ 150,000
 - Elementary Inclusionary Classrooms and Student Anxiety Stress Release Program \$ 550,000
 - Curriculum:
 - Increased Hours-Clerical Support Literacy-52 week schedule \$ 15,000
 - Buildings, Grounds and Capital Items:
 - Top Priority Items Not Yet Funded From 2006 Approved Community Approved Bond \$2,786,300
 - New Roof: Veterans Memorial High School-Sited in NEASCA Report \$2,000,000
 - Refurbishing Locker Rooms in all High Schools \$ 450,000
 - Technology, Management Information:
 - District Level Leadership \$ 125,000
 - District Support of State's Wireless Network Solution \$ 700,000
 - District's Support of RIDE's PARCC Initiative-(On Line Standardized Assessment Program) \$3,000,000
 - District Administration:
 - Centralized Enrollment Solution
 - Full Implementation (4 Support Staff with Supervision) \$ 185,000
 - District Level Leadership-RIDE's Statewide Evaluation System \$ 150,000
 - District Wide Time and Attendance System \$ 75,000
- CUT ALL Substitutes and Stipends Associated with Professional Development \$1,040,000

INITIATIVES INCLUDED IN FY14 RECOMMENEDED BUDGET

- | | |
|---|------------|
| New Roof: Park Elementary-Balance of Contract Not Funded by Bonds | \$ 135,000 |
| Boiler Replacement | \$ 50,000 |
| Contingency For Emergency Repairs | \$ 15,000 |

● Technology:	Fy2013	Fy2014
Total Technology Initiatives Budgeted	\$1,281,660	\$1,193,023
Distributed between re-occurring committed costs and new initiatives:		
RE-OCCURRING COMMITTED		
Software-	\$ 439,810	\$ 540,014
Increase primarily, transportation EDULOG and STAR System purchase of January 2013.		
NEW INITIATIVES		
Software-	\$ 155,000	\$ 140,000
Hardware-	\$ 686,850	\$ 513,009

WARWICK PUBLIC SCHOOLS		FY10 AUDITED	FY11 AUDITED	FY12 AUDITED	FY13 Sch. Comm.	FY13 Sch. Comm.	FY13 SC Recommend	FY14 School Committee	Variance	
FY 2014 School Committee Adopted Recommended		Year end	Year end	Year End	Original Adopted	Revised Adopted	Revised Adopted	Adopted	SC Adopted Recommended	
LOCAL Funds- APRIL 23, 2013			10/11/2011	2/13/2013	7/10/2012	12/11/2012	3/12/2013	4/23/2013	Vs. Revised Adopted	03/12/2013
REVENUE										
41210	Other Taxes-Local Gov Unit	123,968,068.00	117,769,632.00	118,644,632.00	118,644,632.00	118,644,632.00	118,644,632.00	122,498,040.24	3,853,408.24	3.2%
41250	Re-Appropriated Fund Bal	986,399.17	4,120,782.00	2,116,908.00	225,000.00	2,872,106.00	2,912,712.00	85,000.00	(2,827,712.00)	-97.1%
43250	Carryover-State Set Aside Funds		429,691.00	370,983.00	0.00	282,718.00	242,064.00	0.00	(242,064.00)	-100.0%
41310	Tuition from Individuals	50,182.84	55,765.00	68,225.00	50,000.00	65,000.00	65,000.00	70,000.00	5,000.00	7.7%
41321	Tuition from Other LEA's	923,849.87	882,830.19	854,520.00	850,000.00	895,000.00	895,000.00	895,000.00	0.00	0.0%
41656	Food Svc Sales-Vending	0.00	3,943.77	3,594.00	0.00	3,500.00	3,500.00	3,500.00	0.00	0.0%
41701	Admis/Athletic Gater Recpts	37,992.00	39,962.50	39,974.00	40,000.00	40,000.00	40,000.00	40,000.00	0.00	0.0%
41704	Summer School	88,900.00	68,330.00	70,058.00	70,000.00	63,569.00	63,669.00	70,000.00	6,331.00	9.9%
41707	Other Fees	0.00	0.00	1,050.00	0.00	100.00	560.00	100.00	(460.00)	-82.1%
41750	Rev from Enterprise Activities	5,470.00	0.00	366.00	0.00	0.00	0.00	0.00	0.00	0.0%
41751	Dining Room Revenues	38,722.93	38,448.35	46,136.00	40,000.00	45,000.00	45,000.00	45,000.00	0.00	0.0%
41901	Rental Income-Bldgs/Fields	328,667.05	72,139.18	26,084.00	8,000.00	25,000.00	25,000.00	25,000.00	0.00	0.0%
41920	Contribution Private Srcs	48.38	1,631.38	59,527.00	2,000.00	2,000.00	24,590.00	2,000.00	(22,590.00)	-91.9%
41924	Non-cash Contributions	0.00	0.00	500.00	0.00	0.00	0.00	0.00	0.00	0.0%
41921	Instructional-Catergorical	0.00	731.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
41923	Administration-Categorical	45,274.00	0.00	392.00	0.00	0.00	0.00	0.00	0.00	0.0%
41940	Textbooks Sales/ Rentals	145.81	37.80	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
41980	Refund Prior Yr Expense	94,518.35	94,518.12	181,779.00	100,000.00	100,000.00	209,252.00	100,000.00	(109,252.00)	-52.2%
41990	Miscellaneous Revenue	1,344.34	400.25	1,207.00	0.00	375.00	701.00	0.00	(701.00)	-100.0%
	<i>Subtotal Revenue from Local Sources</i>	<i>126,569,582.74</i>	<i>123,578,842.54</i>	<i>122,485,935.00</i>	<i>120,029,632.00</i>	<i>123,039,000.00</i>	<i>123,171,680.00</i>	<i>123,833,640.24</i>	<i>661,960.24</i>	<i>0.5%</i>
43101	State Operational Aid	31,261,608.00	32,559,857.15	32,262,908.00	34,407,725.00	34,407,725.00	34,407,725.00	35,021,987.00	614,262.00	1.8%
43202	School Housing Aid	0.00	0.00	52,595.00	0.00	0.00	73,944.00	75,000.00	1,056.00	1.4%
44501	Jobs Fund Grant	0.00	0.00	1,556,263.00	0.00	0.00	0.00	0.00	0.00	0.0%
	<i>Subtotal Revenue from State Sources</i>	<i>31,261,608.00</i>	<i>32,559,857.15</i>	<i>33,871,766.00</i>	<i>34,407,725.00</i>	<i>34,407,725.00</i>	<i>34,481,669.00</i>	<i>35,096,987.00</i>	<i>615,318.00</i>	<i>1.8%</i>
45202	Indirect costs	97,206.04	264,505.18	94,574.00	205,000.00	95,000.00	95,000.00	95,000.00	0.00	0.0%
44202	Medicaid Reimbursement	1,875,975.06	1,766,833.39	1,548,739.00	1,400,000.00	1,550,000.00	1,535,403.00	1,550,000.00	14,597.00	1.0%
	<i>Subtotal Revenue from Federal Sources</i>	<i>1,973,181.10</i>	<i>2,031,338.57</i>	<i>1,643,313.00</i>	<i>1,605,000.00</i>	<i>1,645,000.00</i>	<i>1,630,403.00</i>	<i>1,645,000.00</i>	<i>14,597.00</i>	<i>0.9%</i>
45201	Fund Transfer In	12,000.00	3,068.03	11,303.00	0.00	0.00	1,865.00	0.00	(1,865.00)	-100.0%
46102	Pass Thru Clearing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
46501	Extraordinary Items	0.00	66,373.85	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
46601	Insurance Proceeds	192,141.65	190,314.42	33,688.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00	0.0%
	<i>Subtotal Revenue from Other Items</i>	<i>204,141.65</i>	<i>259,756.30</i>	<i>44,991.00</i>	<i>50,000.00</i>	<i>50,000.00</i>	<i>51,865.00</i>	<i>50,000.00</i>	<i>(1,865.00)</i>	<i>-3.6%</i>
TOTAL LOCAL FUND REVENUE		160,008,513.49	158,429,794.56	158,046,005.00	156,092,357.00	159,141,725.00	159,335,617.00	160,625,627.24	1,290,010.24	0.8%
SUMMARIZED EXPENSES-By Category										
	<i>Subtotal Personal Svcs-Compensation</i>	<i>96,552,743.52</i>	<i>98,453,155.22</i>	<i>96,605,093.00</i>	<i>96,505,883.00</i>	<i>97,725,082.00</i>	<i>97,519,496.00</i>	<i>97,989,833.20</i>	<i>470,337.20</i>	<i>0.5%</i>
	<i>Subtotal Employee Benefits</i>	<i>39,688,857.04</i>	<i>38,210,578.98</i>	<i>37,156,611.00</i>	<i>34,912,902.00</i>	<i>36,118,178.00</i>	<i>35,741,941.00</i>	<i>35,907,394.05</i>	<i>165,453.05</i>	<i>0.5%</i>
	<i>Subtotal Purchased Services</i>	<i>1,440,779.77</i>	<i>1,804,336.19</i>	<i>1,727,128.00</i>	<i>2,314,035.00</i>	<i>2,303,798.00</i>	<i>2,212,605.00</i>	<i>2,330,280.00</i>	<i>117,675.00</i>	<i>5.3%</i>
	<i>Subtotal Purchased Property Svcs</i>	<i>1,032,391.52</i>	<i>1,029,857.77</i>	<i>1,190,588.00</i>	<i>1,021,246.00</i>	<i>1,021,037.00</i>	<i>978,767.00</i>	<i>1,111,704.00</i>	<i>132,937.00</i>	<i>13.6%</i>
	<i>Subtotal Other Purchased Services</i>	<i>8,487,726.62</i>	<i>8,813,184.18</i>	<i>10,375,905.00</i>	<i>12,053,578.00</i>	<i>12,244,848.00</i>	<i>12,297,834.00</i>	<i>13,220,067.00</i>	<i>922,233.00</i>	<i>7.5%</i>
	<i>Subtotal Supplies and Materials</i>	<i>4,411,204.62</i>	<i>5,913,018.79</i>	<i>6,387,732.00</i>	<i>6,484,173.00</i>	<i>6,640,351.00</i>	<i>6,640,351.00</i>	<i>6,734,385.00</i>	<i>94,034.00</i>	<i>1.4%</i>
	<i>Subtotal Capital Equip & Property</i>	<i>1,376,123.80</i>	<i>1,182,000.06</i>	<i>1,250,340.00</i>	<i>1,666,902.00</i>	<i>1,977,650.00</i>	<i>2,587,873.00</i>	<i>1,693,142.00</i>	<i>(894,731.00)</i>	<i>-34.6%</i>
	<i>Subtotal Debt Service & Misc</i>	<i>134,116.83</i>	<i>118,286.88</i>	<i>681,153.00</i>	<i>693,079.00</i>	<i>693,521.00</i>	<i>623,904.00</i>	<i>1,059,722.00</i>	<i>435,818.00</i>	<i>69.9%</i>
	<i>Subtotal Other Items</i>	<i>490,896.03</i>	<i>605,648.64</i>	<i>642,163.00</i>	<i>537,000.00</i>	<i>529,100.00</i>	<i>643,091.00</i>	<i>579,100.00</i>	<i>(63,991.00)</i>	<i>-10.0%</i>
TOTAL LOCAL FUND SUMMARIZED EXPENSES		153,614,839.75	156,130,066.71	154,891,227.00	156,092,357.00	159,097,387.00	159,245,862.00	160,625,627.24	1,379,765.24	0.9%
	Surplus/<Deficit>	6,393,673.74	2,299,727.85	3,154,778.00	0.00	44,338.00	89,755.00	(0.00)		
	State Restricted Set Aside Net Carryover		370,983.00	282,718.00						
	Net Unrestricted Surplus		1,928,744.85	2,872,060.00		44,338.00	89,755.00	(0.00)		

WARWICK PUBLIC SCHOOLS		FY10 AUDITED	FY11 AUDITED	FY12 AUDITED	FY13 Sch. Comm.	FY13 Sch. Comm.	FY13 SC Recommend	FY14 School Committee	Variance	
FY 2014 School Committee Adopted Recommended		Year end	Year end	Year End	Original Adopted	Revised Adopted	Revised Adopted	Adopted	SC Adopted Recommended	
LOCAL Funds- APRIL 23, 2013			10/11/2011	2/13/2013	7/10/2012	12/11/2012	3/12/2013	4/23/2013	Vs. Revised Adopted	03/12/2013
EXPENSES-Detailed										
SALARY										
51110	Regular Salaries	92,480,203.69	91,413,250.90	89,482,087.00	89,492,301.00	89,927,352.00	89,745,393.00	90,739,632.35	994,239.35	1.1%
51112	Vacation	122,275.02	505,183.36	681,723.00	525,000.00	525,000.00	525,000.00	550,000.00	25,000.00	4.8%
51113	Professional Day	40,583.25	2,665.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
51115	Substitutes Salaries	31,969.97	2,423,395.98	2,558,336.00	2,300,000.00	2,360,000.00	2,360,000.00	2,645,000.00	285,000.00	12.1%
51115-PI	Substitutes for Curriculum Development	0.00	0.00	0.00	279,400.00	219,400.00	219,400.00	0.00	(219,400.00)	-100.0%
51132	Department Head	1,934,651.33	1,900,675.10	1,718,159.00	1,559,982.00	1,743,530.00	1,739,540.00	1,653,200.84	(86,339.16)	-5.0%
51134	Sabbatical	71,114.94	82,794.55	18,344.00	45,000.00	118,000.00	98,407.00	45,000.00	(53,407.00)	-54.3%
51135	Retroactive Sal Prior Yrs	19,217.15	149,081.65	84,643.00	150,000.00	150,000.00	150,000.00	150,000.00	0.00	0.0%
51336	Class Overage/Weightg	28,092.49	21,036.97	7,000.00	75,000.00	75,000.00	75,000.00	75,000.00	0.00	0.0%
51339	Class Coverage	115,023.81	83,020.12	73,062.00	100,000.00	100,000.00	100,000.00	100,000.00	0.00	0.0%
51201	Regular Overtime	165,444.34	121,166.40	93,067.00	160,000.00	160,000.00	160,000.00	150,000.00	(10,000.00)	-6.3%
51203	Event Coverage Overtime	52,224.78	60,189.34	58,006.00	65,000.00	65,000.00	65,000.00	65,000.00	0.00	0.0%
51302	Professnl Devel-School	1,016.00	30,276.25	46,082.00	3,200.00	3,200.00	10,000.00	0.00	(10,000.00)	-100.0%
51303	Professinl Devel-District	0.00	12,464.00	17,856.00	44,000.00	524,000.00	517,200.00	0.00	(517,200.00)	-100.0%
51306	Vacation Payoff-Severnc	1,875.28	0.00	0.00	0.00	10,000.00	10,000.00	10,000.00	0.00	0.0%
51308	After School- Instruct	19,056.78	18,038.71	24,361.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00	0.0%
51322	Severence	128,996.22	214,340.44	254,502.00	225,000.00	215,000.00	215,000.00	225,000.00	10,000.00	4.7%
51323	Detention Coverage	28,456.00	29,123.98	30,000.00	32,000.00	32,000.00	32,000.00	32,000.00	0.00	0.0%
51324	AM/PM Supervision	27,604.61	31,121.34	29,108.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00	0.0%
51332	Sick Payoff-Non Severance	23,264.36	20,476.04	5,430.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00	0.0%
51338	Summer Pay-ESY	480,049.00	546,462.54	587,318.00	550,000.00	597,600.00	597,556.00	600,000.00	2,444.00	0.4%
51401	Stipend-Other	205,193.31	157,456.58	236,432.00	160,000.00	160,000.00	160,000.00	200,000.00	40,000.00	25.0%
51403	Stipend-Athl Director	23,613.03	24,034.34	24,087.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00	0.0%
51404	Stipend-Athl Coach/Advsr	522,538.56	559,176.49	539,620.00	570,000.00	570,000.00	570,000.00	575,000.00	5,000.00	0.9%
51406	Stipend-Official/Athl Per	22,813.60	36,717.14	35,870.00	55,000.00	55,000.00	55,000.00	60,000.00	5,000.00	9.1%
51407	Stipend-Mentors	7,466.00	11,008.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Subtotal Personal Svcs-Compensation		96,552,743.52	98,453,155.22	96,605,093.00	96,505,883.00	97,725,082.00	97,519,496.00	97,989,833.20	470,337.20	0.5%
FRINGE BENEFITS										
52101	Health	19,435,528.93	17,909,224.28	13,738,032.00	13,849,332.00	13,469,869.00	13,387,323.00	13,945,172.70	557,849.70	4.2%
52103	Dental	1,107,629.86	1,172,829.57	1,020,376.00	862,491.00	929,054.00	933,022.00	914,818.80	(18,203.20)	-2.0%
52109	In-Lieu Pmnts (Buy Back)	200,470.35	258,901.44	264,989.00	152,550.00	257,856.00	260,000.00	222,600.00	(37,400.00)	-14.4%
52122	Medical Ins-Retiree	0.00	0.00	1,232,832.00	0.00	1,258,424.00	1,258,424.00	1,351,100.71	92,676.71	7.4%
52123	Dental Buyback Payments	11,936.90	0.00	9,730.00	13,777.00	15,066.00	15,000.00	13,230.00	(1,770.00)	-11.8%
52125	Dental Ins-Retiree	0.00	0.00	(10,811.00)	0.00	0.00	0.00	0.00	0.00	0.0%
52203	Teacher/Adm Pension ERSRI (DB)	8,412,411.25	8,637,363.83	10,052,478.00	9,583,181.00	9,129,993.00	8,688,293.00	9,059,685.29	371,392.29	4.3%
52213	Teacher/Adm Pension ERSRI (DC)			0.00	0.00	453,188.00	456,388.00	466,193.07	9,805.07	2.1%
52204	Private Pension	2,110,961.19	1,589,415.70	2,488,870.00	1,876,051.00	1,876,051.00	2,413,870.00	1,747,949.39	(665,920.61)	-27.6%
52301	FICA	5,960,068.42	6,058,514.88	5,792,785.00	6,004,427.00	6,058,955.00	5,981,209.00	5,825,333.77	(155,875.23)	-2.6%
52302	MEDICARE	1,395,959.65	1,449,448.47	1,356,679.00	1,402,428.00	1,417,014.00	1,389,033.00	1,365,310.32	(23,722.68)	-1.7%
52501	Unemployment Insurance	233,225.89	227,841.72	344,542.00	540,000.00	540,000.00	250,000.00	250,000.00	0.00	0.0%
52710	Wrkrs Comp Premium	793,291.00	879,639.00	839,055.00	597,665.00	681,708.00	681,707.00	715,000.00	33,293.00	4.9%
52730	Wrkrs Comp MDCL-Slf Ins	701.60	728.09	382.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00	0.0%
52902	Employee Assist Program	26,672.00	26,672.00	26,672.00	30,000.00	30,000.00	26,672.00	30,000.00	3,328.00	12.5%
Subtotal Employee Benefits		39,688,857.04	38,210,578.98	37,156,611.00	34,912,902.00	36,118,178.00	35,741,941.00	35,907,394.05	165,453.05	0.5%

WARWICK PUBLIC SCHOOLS		FY10 AUDITED	FY11 AUDITED	FY12 AUDITED	FY13 Sch. Comm.	FY13 Sch. Comm.	FY13 SC Recommend	FY14 School Committee	Variance	
FY 2014 School Committee Adopted Recommended		Year end	Year end	Year End	Original Adopted	Revised Adopted	Revised Adopted	Adopted	SC Adopted Recommended	
LOCAL Funds- APRIL 23, 2013			10/11/2011	2/13/2013	7/10/2012	12/11/2012	3/12/2013	4/23/2013	Vs. Revised Adopted	03/12/2013
PURCHASE SERVICES-Detailed										
53201	Administrative Support	0.00	0.00	1,500.00	0.00	0.00	0.00	0.00	0.00	0.0%
53202	Speech Therapists	6,325.00	21,737.56	350.00	11,250.00	11,250.00	4,250.00	5,000.00	750.00	17.6%
53204	Therapists	55,077.50	55,777.00	45,801.00	77,705.00	77,705.00	52,000.00	80,000.00	28,000.00	53.8%
53205	Psychologists	118,834.00	212,057.91	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
53206	Audiologists	0.00	1,546.50	0.00	2,925.00	2,925.00	2,925.00	2,925.00	0.00	0.0%
53207	Interpreters	2,332.50	3,352.00	4,665.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00	0.0%
53209	Bus Assistants/Monitors	0.00	81.25	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
53212	Pymt for Svcs-Volunteers	57,589.00	50,000.00	59,197.00	59,197.00	59,197.00	59,197.00	64,197.00	5,000.00	8.4%
53213	Evaluations	20,536.84	15,239.92	26,612.00	75,000.00	75,000.00	50,000.00	35,000.00	(15,000.00)	-30.0%
53214	Mentoring	75,000.00	102,000.00	102,000.00	103,000.00	103,000.00	103,000.00	103,000.00	0.00	0.0%
53216	Tutoring Svcs	28,952.20	60,560.70	28,870.00	37,982.00	55,982.00	55,414.00	28,000.00	(27,414.00)	-49.5%
53218	Transition/Stdnt Assist	99,154.90	160,976.90	167,965.00	200,704.00	179,659.00	173,109.00	229,204.00	56,095.00	32.4%
53220	Purchases Svc-Other Educ	29,250.00	74,612.25	301,273.00	366,911.00	366,911.00	389,501.00	366,911.00	(22,590.00)	-5.8%
53301	Prof Devel/Training Svcs	130,604.82	61,851.65	62,463.00	129,267.00	129,267.00	99,248.00	133,559.00	34,311.00	34.6%
53302	Curriculum Development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
53303	Conference/Workshop	8,185.39	2,352.92	7,518.00	14,100.00	14,387.00	15,736.00	15,467.00	(269.00)	-1.7%
53401	Auditing/Actuarial Svcs	26,375.00	31,125.00	33,750.00	32,000.00	34,000.00	34,000.00	35,000.00	1,000.00	2.9%
53402	Legal Services	100,473.14	215,782.94	148,853.00	222,305.00	222,305.00	222,305.00	208,305.00	(14,000.00)	-6.3%
53403	Health Service Providers	2,475.00	0.00	0.00	0.00	3,350.00	3,350.00	4,500.00	1,150.00	34.3%
53405	Private Pension Advisor	46,606.28	45,007.76	42,688.00	45,000.00	45,000.00	45,250.00	55,000.00	9,750.00	21.5%
53406	Other Professional Svcs	13,166.50	19,236.00	20,612.00	35,500.00	35,500.00	22,500.00	15,900.00	(6,600.00)	-29.3%
53409	Negotiations/Arbitration	27,321.25	59,347.97	34,884.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00	0.0%
53410	Police/Fire Details	26,256.66	4,132.15	3,915.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00	0.0%
53411	Physicians	10,250.00	8,246.41	14,125.00	20,436.00	17,086.00	15,936.00	15,936.00	0.00	0.0%
53412	Dentists	17,500.00	17,500.00	17,500.00	21,000.00	21,000.00	21,000.00	21,000.00	0.00	0.0%
53414	Medicaid Claims Provider	113,676.60	94,239.09	81,073.00	79,992.00	79,992.00	79,992.00	92,987.00	12,995.00	16.2%
53416	Officials/Referree's	79,047.50	78,692.67	82,504.00	90,000.00	90,000.00	90,000.00	90,000.00	0.00	0.0%
53417	Contracted Nursing Svcs	183,860.93	264,657.69	324,198.00	446,244.00	446,244.00	447,084.00	471,244.00	24,160.00	5.4%
53502	Other Technical Services	52,466.79	49,603.08	48,974.00	50,850.00	50,850.00	65,850.00	59,050.00	(6,800.00)	-10.3%
53503	Testing	62,930.07	52,881.20	20,276.00	65,586.00	55,586.00	36,772.00	62,586.00	25,814.00	70.2%
53701	Other Fees & Charges	7,129.36	1,715.18	1,354.00	25,002.00	26,202.00	26,112.00	32,718.00	6,606.00	25.3%
53703	Accreditation	2,995.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
53705	Postage/Shipping	36,407.54	36,087.20	37,937.00	49,929.00	48,650.00	44,824.00	50,941.00	6,117.00	13.6%
53706	Catering/Food Reimbursement	0.00	3,935.29	6,271.00	8,650.00	9,250.00	9,750.00	8,350.00	(1,400.00)	-14.4%
Subtotal Purchased Services		1,440,779.77	1,804,336.19	1,727,128.00	2,314,035.00	2,303,798.00	2,212,605.00	2,330,280.00	117,675.00	5.3%

WARWICK PUBLIC SCHOOLS		FY10 AUDITED	FY11 AUDITED	FY12 AUDITED	FY13 Sch. Comm.	FY13 Sch. Comm.	FY13 SC Recommend	FY14 School Committee	Variance	
FY 2014 School Committee Adopted Recommended		Year end	Year end	Year End	Original Adopted	Revised Adopted	Revised Adopted	Adopted	SC Adopted Recommended	
LOCAL Funds- APRIL 23, 2013			10/11/2011	2/13/2013	7/10/2012	12/11/2012	3/12/2013	4/23/2013	Vs. Revised Adopted	03/12/2013
PROPERTY SERVICES PURCHASED-Detailed										
54201	Rubbish Disposal Services	24,609.30	25,052.60	26,437.00	39,215.00	39,215.00	39,215.00	45,000.00	5,785.00	14.8%
54205	Rodent/Pest Control	3,315.00	5,455.00	10,490.00	3,400.00	3,400.00	3,400.00	3,900.00	500.00	14.7%
54310	Maint-Repair-Non Tech Rel	34,028.16	35,202.70	32,397.00	76,594.00	79,639.00	57,813.00	89,344.00	31,531.00	54.5%
54311	Maint-Repair-fixture/equip	38,109.74	6,593.99	117,891.00	137,412.00	137,412.00	136,678.00	130,371.00	(6,307.00)	-4.6%
54312	Maint-Repair-General	16,771.70	57,315.00	40,155.00	53,526.00	50,832.00	46,542.00	58,574.00	12,032.00	25.9%
54313	Repair-Non Stud Trans Veh	28,781.11	34,068.15	29,075.00	29,000.00	29,000.00	33,600.00	20,000.00	(13,600.00)	-40.5%
54314	Mnt-Repair-Stud Trans Veh	160,852.87	181,996.52	144,403.00	5,650.00	5,000.00	5,000.00	650.00	(4,350.00)	-87.0%
54320	Maint Repair Tech Related	8,905.23	2,440.88	16,696.00	4,607.00	6,497.00	6,477.00	7,663.00	1,186.00	18.3%
54321	Maint Repair Electrical	6,912.93	17,277.32	5,386.00	9,000.00	9,000.00	23,000.00	55,000.00	32,000.00	139.1%
54322	Maint Repair HVAC	43,421.36	48,553.65	39,239.00	43,000.00	43,000.00	25,000.00	50,000.00	25,000.00	100.0%
54323	Maint Repair Glass	5,385.00	1,950.34	3,975.00	2,600.00	2,600.00	1,600.00	2,500.00	900.00	56.3%
54324	Maint Repair Plumbing	4,760.00	2,175.00	3,914.00	6,650.00	6,650.00	1,650.00	6,000.00	4,350.00	263.6%
54325	Maint Repair-Vandalism	0.00	0.00	10,690.00	0.00	0.00	0.00	0.00	0.00	0.0%
54402	Water	69,995.18	85,002.57	83,592.00	90,000.00	90,000.00	90,000.00	100,000.00	10,000.00	11.1%
54403	Telephone	147,040.00	131,436.78	124,717.00	114,900.00	114,900.00	114,900.00	128,500.00	13,600.00	11.8%
54405	Sewage/Cespool	85,962.97	91,165.87	87,495.00	100,000.00	100,000.00	100,000.00	100,000.00	0.00	0.0%
54406	Wireless Communication	19,050.09	17,244.43	17,937.00	19,340.00	18,740.00	18,740.00	21,444.00	2,704.00	14.4%
54407	Internet Connectivity	40,800.08	28,200.08	36,000.00	36,000.00	36,000.00	36,000.00	38,000.00	2,000.00	5.6%
54601	Renting Land & Buildings	1,800.00	3,909.00	2,496.00	4,600.00	4,600.00	4,600.00	5,000.00	400.00	8.7%
54602	Rent/Lease-Equip/Vehicles	203,822.98	188,422.41	257,246.00	143,106.00	143,106.00	133,106.00	140,427.00	7,321.00	5.5%
54604	Graduation Rentals	3,719.98	5,870.00	9,763.00	12,100.00	12,100.00	12,100.00	12,400.00	300.00	2.5%
54605	Ice Rink Rental	36,112.50	33,277.50	51,640.00	44,514.00	44,514.00	44,514.00	45,849.00	1,335.00	3.0%
54606	Pool Rental	7,466.25	8,236.25	12,100.00	12,132.00	12,132.00	12,132.00	12,132.00	0.00	0.0%
54901	Other Purch Property Svcs	0.00	0.00	0.00	1,200.00	0.00	0.00	0.00	0.00	0.0%
54902	Alarm & Fire Safety Svcs	40,515.59	18,802.23	26,134.00	32,300.00	32,300.00	32,300.00	38,500.00	6,200.00	19.2%
54904	Veh Reg-Non Studt Transp	253.50	209.50	720.00	400.00	400.00	400.00	450.00	50.00	12.5%
Subtotal Purchased Property Svcs		1,032,391.52	1,029,857.77	1,190,588.00	1,021,246.00	1,021,037.00	978,767.00	1,111,704.00	132,937.00	13.6%

WARWICK PUBLIC SCHOOLS		FY10 AUDITED	FY11 AUDITED	FY12 AUDITED	FY13 Sch. Comm.	FY13 Sch. Comm.	FY13 SC Recommend	FY14 School Committee	Variance	
FY 2014 School Committee Adopted Recommended		Year end	Year end	Year End	Original Adopted	Revised Adopted	Revised Adopted	Adopted	SC Adopted Recommended	
LOCAL Funds- APRIL 23, 2013			10/11/2011	2/13/2013	7/10/2012	12/11/2012	3/12/2013	4/23/2013	Vs. Revised Adopted 03/12/2013	
OTHER PURCHASED SERVICES-Detailed										
55110	Transp Cab/Mileage/RIPTA	9,056.75	12,733.25	1,034.00	13,551.00	13,551.00	13,571.00	3,631.00	(9,940.00)	-73.2%
55111	Transportation Contractor	2,764,366.83	3,431,153.21	4,630,211.00	6,070,241.00	6,070,241.00	5,969,921.00	6,226,608.00	256,687.00	4.3%
55121	Veh Regst-Stdnt Trans Veh	184.50	153.00	663.00	0.00	0.00	0.00	0.00	0.00	0.0%
55201	Property/Liability Insur	130,908.00	138,913.00	112,976.00	144,000.00	150,055.00	150,055.00	156,000.00	5,945.00	4.0%
55202	Theft Insurance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
55203	Fire Insurance	149,353.00	162,099.00	115,300.00	120,000.00	133,988.00	133,988.00	136,900.00	2,912.00	2.2%
55205	Flood Insurance	9,578.00	9,874.00	0.00	10,250.00	10,250.00	6,780.00	10,250.00	3,470.00	51.2%
55206	Fleet/Vehicle Insurance	90,302.00	73,238.00	60,481.00	35,000.00	39,080.00	39,080.00	41,500.00	2,420.00	6.2%
55207	Error & Ommisions Insu	34,259.00	34,259.00	43,726.00	44,000.00	51,000.00	51,000.00	55,000.00	4,000.00	7.8%
55401	Advertising Costs	16,446.13	12,345.78	7,919.00	17,053.00	17,053.00	20,523.00	17,513.00	(3,010.00)	-14.7%
55501	Printing	31,657.24	17,936.81	17,608.00	35,008.00	35,538.00	35,308.00	32,019.00	(3,289.00)	-9.3%
55503	Document Copying	587.19	0.00	139.00	2,432.00	2,432.00	2,082.00	1,407.00	(675.00)	-32.4%
55610	Tuition-Other Dist w/in St	136,140.41	208,573.85	290,249.00	291,000.00	283,770.00	301,298.00	409,400.00	108,102.00	35.9%
55630	Tuition-Private Sources	4,505,224.87	4,031,565.94	4,140,184.00	4,438,150.00	4,152,133.00	4,179,861.00	4,583,000.00	403,139.00	9.6%
55640	Tuition-Ed Svc Agen in St	386,520.00	407,570.34	570,681.00	449,630.00	687,647.00	779,647.00	775,000.00	(4,647.00)	-0.6%
55660	Tuition to Charter School	170,521.55	224,234.09	343,251.00	326,620.00	539,622.00	556,232.00	711,000.00	154,768.00	27.8%
55702	Soda Subsidy	0.00	7,987.80	0.00	0.00	1,845.00	1,845.00	2,000.00	155.00	8.4%
55801	Board Travel	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
55802	Board Training	0.00	200.00	0.00	400.00	400.00	400.00	750.00	350.00	87.5%
55803	Employ Travel - Non Teach	22,717.24	19,852.15	22,362.00	30,000.00	30,000.00	30,000.00	31,846.00	1,846.00	6.2%
55807	Student Travel	2,597.06	958.75	0.00	1,243.00	1,243.00	1,243.00	1,243.00	0.00	0.0%
55809	Empl Travel-Teachers	27,306.85	19,536.21	19,121.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00	0.0%
55930	Other Contract Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Subtotal Other Purchased Services		8,487,726.62	8,813,184.18	10,375,905.00	12,053,578.00	12,244,848.00	12,297,834.00	13,220,067.00	922,233.00	7.5%

WARWICK PUBLIC SCHOOLS		FY10 AUDITED	FY11 AUDITED	FY12 AUDITED	FY13 Sch. Comm.	FY13 Sch. Comm.	FY13 SC Recommend	FY14 School Committee	Variance	
FY 2014 School Committee Adopted Recommended		Year end	Year end	Year End	Original Adopted	Revised Adopted	Revised Adopted	Adopted	SC Adopted Recommended	
LOCAL Funds- APRIL 23, 2013			10/11/2011	2/13/2013	7/10/2012	12/11/2012	3/12/2013	4/23/2013	Vs. Revised Adopted 03/12/2013	
SUPPLIES & MATERIALS-Detailed										
56101	Supplies & Materials	436,159.78	616,108.76	707,652.00	836,763.00	843,778.00	935,623.00	809,062.00	(126,561.00)	-13.5%
56112	Uniforms (Non Athletic)	298.00	523.63	2,598.00	8,225.00	8,225.00	8,225.00	8,225.00	0.00	0.0%
56113	Graduation Supplies	12,038.71	12,550.10	7,393.00	7,500.00	7,500.00	7,500.00	8,010.00	510.00	6.8%
56115	Medical Supplies	15,041.45	16,967.90	16,468.00	35,750.00	36,787.00	38,926.00	37,500.00	(1,426.00)	-3.7%
56116	Athletic Splys/Uniforms	46,832.67	46,710.03	40,055.00	51,644.00	51,644.00	52,794.00	63,185.00	10,391.00	19.7%
56117	Awards/Honors Splys	8,340.57	7,898.84	8,655.00	7,865.00	7,865.00	7,865.00	8,165.00	300.00	3.8%
56201	Natural Gas	978,932.51	966,252.89	778,789.00	905,639.00	860,639.00	800,639.00	850,000.00	49,361.00	6.2%
56202	Gasoline	254,712.26	255,596.12	219,746.00	372,000.00	372,000.00	372,000.00	372,000.00	0.00	0.0%
56203	Diesel Fuel	227,974.86	385,134.89	443,677.00	398,400.00	457,648.00	457,648.00	518,400.00	60,752.00	13.3%
56207	Vehicle Maint Suplys/Parts	70,814.75	85,689.81	73,309.00	60,500.00	60,500.00	50,500.00	53,000.00	2,500.00	5.0%
56209	Fuel Oil	326,659.98	831,425.42	641,258.00	805,625.00	850,625.00	850,625.00	959,153.00	108,528.00	12.8%
56211	Other	11,539.95	14,783.84	29,630.00	44,250.00	43,250.00	29,750.00	37,250.00	7,500.00	25.2%
56213	Glass	1,826.25	2,215.40	625.00	2,500.00	2,500.00	1,500.00	2,500.00	1,000.00	66.7%
56214	Paint	14,780.33	15,691.91	19,087.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00	0.0%
56215	Electricity	1,261,712.61	1,338,128.07	1,394,151.00	1,450,000.00	1,450,000.00	1,400,000.00	1,400,000.00	0.00	0.0%
56216	Lumber and Hardware	43,306.87	35,756.12	40,576.00	30,000.00	30,000.00	40,000.00	45,000.00	5,000.00	12.5%
56217	Plumbing / Heating Splys	146,517.32	157,503.64	168,914.00	160,000.00	160,000.00	160,000.00	150,000.00	(10,000.00)	-6.3%
56218	Electrical Supplies	17,386.13	23,620.68	38,182.00	35,000.00	35,000.00	38,734.00	30,000.00	(8,734.00)	-22.5%
56219	Custodial Supplies	131,944.60	133,076.42	121,652.00	131,500.00	131,500.00	129,500.00	147,000.00	17,500.00	13.5%
56220	Materials Snow/Ice Removl	11,988.32	8,133.40	379.00	15,200.00	15,200.00	15,200.00	10,000.00	(5,200.00)	-34.2%
56221	Lamps/Lights	28,834.25	17,849.97	25,255.00	21,000.00	21,000.00	18,000.00	20,000.00	2,000.00	11.1%
56401	Textbooks	231,420.77	807,509.02	279,102.00	692,966.00	705,346.00	908,762.00	902,650.00	(6,112.00)	-0.7%
56402	Library Books	22,882.71	20,769.54	52,006.00	54,631.00	56,328.00	56,756.00	54,631.00	(2,125.00)	-3.7%
56403	Reference Books	15,102.65	14,880.85	20,302.00	46,678.00	44,358.00	47,659.00	39,812.00	(7,847.00)	-16.5%
56404	Periodicals/Subscriptions	12,647.39	10,480.15	11,649.00	18,459.00	18,703.00	18,869.00	19,198.00	329.00	1.7%
56406	Textbooks-Non Public	14,645.15	17,236.92	16,821.00	40,000.00	55,651.00	35,651.00	40,000.00	4,349.00	12.2%
56501	Technology Rel Supplies	66,863.78	70,524.47	104,315.00	135,637.00	138,126.00	137,625.00	129,644.00	(7,981.00)	-5.8%
Subtotal Supplies and Materials		4,411,204.62	5,913,018.79	5,262,246.00	6,387,732.00	6,484,173.00	6,640,351.00	6,734,385.00	94,034.00	1.4%

WARWICK PUBLIC SCHOOLS		FY10 AUDITED	FY11 AUDITED	FY12 AUDITED	FY13 Sch. Comm.	FY13 Sch. Comm.	FY13 SC Recommend	FY14 School Committee	Variance	
FY 2014 School Committee Adopted Recommended		Year end	Year end	Year End	Original Adopted	Revised Adopted	Revised Adopted	Adopted	SC Adopted Recommended	
LOCAL Funds- APRIL 23, 2013			10/11/2011	2/13/2013	7/10/2012	12/11/2012	3/12/2013	4/23/2013	Vs. Revised Adopted 03/12/2013	
CAPITAL EQUIPMENT & OTHER MISC-Detailed										
57202	Building Improvements	366,338.06	133,689.50	38,795.00	332,940.00	398,940.00	784,896.00	200,000.00	(584,896.00)	-74.5%
57301	Vehicles	0.00	99,678.00	119,658.00	120,000.00	120,000.00	102,200.00	75,000.00	(27,200.00)	-26.6%
57303	Buses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
57305	Equipment	130,683.35	109,907.90	109,415.00	158,505.00	169,245.00	396,021.00	199,949.00	(196,072.00)	-49.5%
57306	Furniture/Fixtures	3,672.20	5,456.12	20,210.00	26,288.00	36,520.00	39,430.00	24,970.00	(14,460.00)	-36.7%
57309	Technology -Relatd Hrdwre	464,964.40	404,915.40	562,671.00	415,577.00	485,626.00	496,632.00	513,009.00	16,377.00	3.3%
57311	Technology Software Costs	410,465.79	428,353.14	399,591.00	613,392.00	767,119.00	768,494.00	680,014.00	(88,480.00)	-11.5%
57313	Environmental Equipment	0.00	0.00	0.00	200.00	200.00	200.00	200.00	0.00	0.0%
	Subtotal Capital Equip & Property	1,376,123.80	1,182,000.06	1,250,340.00	1,666,902.00	1,977,650.00	2,587,873.00	1,693,142.00	(894,731.00)	-34.6%
58101	Profess Orn Dues/Fees	77,221.51	86,399.24	78,945.00	91,227.00	91,669.00	92,619.00	114,376.00	21,757.00	23.5%
58102	Other Dues and Fees	29,828.98	31,887.64	32,307.00	35,795.00	35,795.00	35,895.00	35,489.00	(406.00)	-1.1%
58206	Claims and Settlements	0.00	0.00	0.00	0.00	0.00	(70,667.00)	0.00	70,667.00	-100.0%
58311	Bond Principal Payments	0.00	0.00	507,500.00	507,500.00	507,500.00	507,500.00	647,500.00	140,000.00	27.6%
58322	Bond Interest Payments	0.00	0.00	62,401.00	48,557.00	48,557.00	48,557.00	252,357.00	203,800.00	419.7%
58401	Real/Persnl Property Tax	27,066.34	0.00	0.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00	0.0%
	Subtotal Debt Service & Misc	134,116.83	118,286.88	681,153.00	693,079.00	693,521.00	623,904.00	1,059,722.00	435,818.00	69.9%
59101	Fund Xfer with in Gen Fund	0.00	3,068.03	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
59102	Fund Trnsfr out other funds	478,896.03	602,580.61	642,163.00	525,000.00	525,000.00	643,091.00	575,000.00	(68,091.00)	-10.6%
59103	Fund Transfers-Comm Foods	12,000.00	0.00	0.00	12,000.00	4,100.00	0.00	4,100.00	4,100.00	100.0%
	Subtotal Other Items	490,896.03	605,648.64	642,163.00	537,000.00	529,100.00	643,091.00	579,100.00	(63,991.00)	-10.0%
	Total Expenditures	153,614,839.75	156,130,066.71	154,891,227.00	156,092,357.00	159,097,387.00	159,245,862.00	160,625,627.24	1,379,765.24	0.9%
	Non-Staffing Budget		19,600,022.01	21,168,318.00	24,673,572.00	25,254,127.00	25,984,425.00	26,728,400.00	730,298.00	

WARWICK PUBLIC SCHOOLS
SCHOOL COMMITTEE ADOPTED RECOMMENDED BUDGET – FY2014
APRIL 23, 2013

REVENUE - Commentary on Summary Analysis

Within the proposed REVENUE Budget, the following are the more notable items;

- Local Appropriation from Real Estate Taxes \$122,498,040; This represents an expectation that the city will maintain its current contribution of \$118,644,631, plus honor our request to increase support by an additional \$3,853,408.
- Re-Appropriated Fund Balance-Fy2010 the School department carried forward a surplus of \$6.3 million dollars. For the last three school years, the school department has been utilizing approximately \$2 million dollars of this surplus each year for the last three school years, 2011 thru 2013. Fy2014 there is a minimal surplus projected to be carried forward. The overall reduction in resources available to the school department from this line is <\$3,069,776.>
- The state has fully adopted the funding formula to calculate State Aid support. Within the Governor's proposed budget, there is a recommendation to fund Warwick Public Schools based on enrollment figures from October 2012. The final allocation to Warwick Public Schools will be based on enrollment projections for Fy14 based on data made available in the spring of 2013. The State Aid budgeted in Warwick Public School's Recommended Budget includes the Governor's proposal less and adjustment for declining enrollment.

Fy2013	Group Home	Year 3	Recommended Fy2014	Anticipated Adj.	WPS
Enacted Aid	Rev. Reduction	Formula Adj.	Governor's Budget	Declining Enrollment	Fy14 Budget
\$34,407,725	<\$30,000>	\$829.262	\$35,206,987	<\$185,000>	\$35,021,987

- Other than the notable items listed above, the remaining revenue resources projected to be available to the school district for the 2013-2014 school year remain relatively level.

FY2013 Revenue as of 3/12/13	\$159,335,617
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Fy2014 Revenue Projections-without Additional Local Support	\$156,772,219
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Revenue Reduction from Fy2013 to Fy2014	<\$ 2,563,398>	<1.6%>
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Overall, revenue is projected to go down by <1.6%> as compared to where the school department is as of March 12, 2013.

WARWICK PUBLIC SCHOOLS
SCHOOL COMMITTEE ADOPTED RECOMMENDED BUDGET – Fy2014
APRIL 23, 2013

EXPENSE - Commentary on Summary Analysis

Within the proposed EXPENDITURE Budget, the following are the more notable items;

- Salaries, there is an anticipated cut of only 10 positions as previous years' cuts have reduced the ranks to a point that there are not few scheduling reduction options available unless substantial organizational changes are undertaken. In meeting all contractual obligations other than Professional Development, the total salary cost increase is projected to be \$478,467 which is 0.4% above where the district is as of today. Details regarding the staffing pattern and cuts are addressed separately in the subsection titled Salary and Fringe Benefit Analysis.
- Fringe Benefits-there are two significant issues within this category.
 - a) State Pension-For Fy2013, the pension contribution rate was 12.01%, based upon full implementation of pension reform by the state. For Fy2014, the pension contribution rate is 12.85%. The net effect of this .85% increase in contribution rate is an effectively increase of 7% for pension cost. Factoring in cuts and breakage, the total cost increase for this line item is \$376,191.
 - b) Health Insurance-By participating in the WB Health program with other municipalities and school districts Warwick has had extremely favorable results. For the last three years, medical premiums have not risen at all. Based on the presentation to the School Committee on March 12, 2013, the need for increasing premiums was discussed in detail for Fy14. Currently there is a Preliminary cost increase of 5% included in the budget. There is a possibility that this cost may come down based on claims paid during the spring of 2013. It is possible that the premium cost may be reduced by as much as 2.5%. Currently, the 5% premium increase results in a cost increase of \$557,850
- Purchase Services, Supplies, Capital, Debt Service and Other are outlined below. Major increases affecting these categories are noted with the intention that additional details will be provided by each District Director during the public presentation of their specific budgets.
 - a) Purchase Services and Purchased Property Services are relatively level funded compared to the Fy2013 Original Budget. Savings achieved during the school year in these lines was redeployed for capital and equipment, which are non-reoccurring investments that will help the district reduce costs in the near future. Costs reductions in capital and equipment for Fy2014 are re-appropriated to these Purchase Service lines.
 - b) Other Purchase Services are the more notable line. Within this category resides the Transportation Contract, line 55111 which is contracted to increase by 4% thereby generating and increase of \$256,687. Out of District Tuition Cost increases account for the balance of increase; Instate Non Special Ed Service 55610, +\$108,102, Special Ed Out of District 55630, \$403,139 and Charter Schools 55660, +\$154,768.

WARWICK PUBLIC SCHOOLS
SCHOOL COMMITTEE ADOPTED RECOMMENDED BUDGET – Fy2014
APRIL 23, 2013

EXPENSE - Commentary on Summary Analysis

Purchase Services, Supplies, Capital, Debt Service and Other, continued.

- c) Supplies & Materials, while achieving a minimal increase of only \$94,034 over the Projected Year End as of 03/12/13:
 - i) Textbooks has sustained \$650,000 for a new math series
 - ii) Instructional Supplies has been reduced by <\$126,561>, which is attributed to the reduction in carryover set aside funds.
 - iii) Fuel Oil and Natural Gas increases of \$49,000 and \$108,000 respect
- Capital & Equipment has a significant reduction, <\$894,731>, from the current revised budget of 3-12-13. As was noted earlier, that investments were made based on savings from Purchase Services. The Fy2014 Budget includes a bare minimum for Building Improvements 57202 to cover the balance of the Park Elementary Roof and a contingency allowance to replace a boiler if the need arises.
- Debt Service, this is another category that is significantly impacted going into Fy2014. In addition to the debt service payments the school department was paying for the past two years, there is a need to increase the debt payments to pay the bond associated with the Second Phase of the Fire Code Projects. The increase for debt service next year is +\$343,800.

While most public school departments do not have to incur debt service payments, Warwick Public School's total debt service budgeted and paid for out of school operating funds for Fy2014 is:

Principal Payments of	\$647,500
Interest Payments of	<u>\$252,357</u>
TOTAL DEBT SERVICE-FY2014	\$899,857

Overall, total expenditures are projected to go up eight tenths of one percent (.8%) as compared to where the school department is as of March 12, 2013.

WARWICK PUBLIC SCHOOLS
SCHOOL COMMITTEE ADOPTED RECOMMENDED BUDGET-Fy2014
APRIL 23, 2013

Employee Group Supplement

Outlined below is a summary of each employee group within the district. Attached to this analysis in the same sequence as outlined below is a Supplemental Summary Report for each employee group. These Supplemental Employee Group Reports include the following information; Position Title, Fy2014 Recommended FTEs associated with the Position, the Recommended Total Salary to support the number of FTEs indicated.

PROFESSIONAL PERSONNEL-Administration

The total FTEs in the Fy14 Recommended Budget is 46.37. Total budgeted cost is \$4,791,572.

The Recommended Fy14 Budget for this employee group contains an increase consistent with bargaining unit contract increases. The increase included is 1.5% effective September 1, 2013. The Salary cost increase included in the Fy14 Budgeted is comprised of:

Steps 1-2	\$ 14,943
Steps 3-5	\$ 24,852
Longevity	\$ 1,590
1.5% Salary Increase of	\$ 69,053
TOTAL Increase	\$110,438 plus fringe benefits

PROFESSIONAL MIDDLE MANAGEMENT PERSONNEL-Administration

The total FTEs in the Fy14 Recommended Budget is 16.80 Total budgeted cost is \$1,121,949.

The Recommended Fy14 Budget for this employee group contains an increase consistent with bargaining unit contract increases. The increase included is 1.5% effective September 1, 2013. The Salary cost increase included in the Fy14 Budgeted is comprised of:

Steps 1-2	\$ 3,606
Steps 3-5	\$ 0
Longevity	\$ 9,177
1.5% Salary Increase of	\$15,639
TOTAL Increase	\$28,422 plus fringe benefits

WARWICK PUBLIC SCHOOLS
SCHOOL COMMITTEE ADOPTED RECOMMENDED BUDGET-Fy2014
APRIL 23, 2013

Employee Group Supplement, continued.

PROFESSIONAL PERSONNEL-Warwick Teachers Union

The total FTEs in the Fy14 Recommended Local Budget is 946.40. Total budgeted cost is \$72,542,093.

The recommended Fy14 Budget is impacted by the loss of prior year carryover funding and as such requires the need to issue 40 professional staff layoff notices. Based on enrollment and projected program needs 30 of these professional staff members, which need to be determined, are planned on being recalled.

For this employee group, the current contract calls for a 1.5% pay increase effective September 1, 2013. The Salary cost for this contractual commitment included in the Fy14 Budget is \$972,889.

In addition, there are contractual commitments to increase salary based step increases for teachers not currently at top step. The Salary cost for step increases included in the Fy14 Budget is \$744,963

PROFESSIONAL STIPENDS & OTHER PROFESSIONAL SUPPORTS

This roster of initiatives is self-explanatory.

Breakage of \$816,000 is to be determined based on retirements and vacancies that will occur throughout the Fy14 School year.

CLASSIFIED PERSONNEL-Warwick Independent School Employees Union

The total FTEs in the Fy14 Recommended Local Budget is 376.20. Total budgeted cost is \$14,374,984

For this employee group, the current contract calls for a 1.5% pay increase effective September 1, 2013. The Salary cost for this contractual commitment included in the Fy14 Recommended Budget is \$204,088.

In addition, there are contractual commitments to increase salary based step increases for teachers not currently at top step. The Salary cost for step increases included in the Fy14 Budget is \$69,795.

WARWICK PUBLIC SCHOOLS
SCHOOL COMMITTEE ADOPTED RECOMMENDED BUDGET-Fy2014
APRIL 23, 2013

Employee Group Supplement, continued.

OTHER SUPPORT PERSONNEL

This roster of initiatives is self-explanatory.

Breakage of \$184,000 is to be determined based on retirements and vacancies that will occur throughout the Fy14 School year.

While the District has fully implemented outsourcing transportation to an outside vendor, the District is still committed to providing Bus Monitors, which is duly noted on this roster.

GRANT FUNDED PERSONNEL-All Categories of Staff

This supplement reflects the number of FTEs paid for by Warwick Public School's Federal and State Restricted Grants.

The report includes all Employee Groups of the district.

The total FTEs supported by Out of District Grant Funds are 55.0. Total budgeted cost is \$3,692,977.

	SUMMARY OF STAFFING LEVELS							
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14
	Request	Request	Request	Request	Request	Request	Request	Request
Local Funds	1,595	1,561	1,529	1,503	1,470	1,467.0	1,397.5	1,390.8
Grant Funds	<u>89</u>	<u>80</u>	<u>51</u>	<u>60</u>	<u>71</u>	<u>58.8</u>	<u>49.8</u>	<u>55.0</u>
Total	1,684	1,641	1,580	1,563	1,541	1,525.8	1,447.3	1,445.8
Reduction	6	43	61	17	22	15.2	78.5*	1.5
TOTAL EIGHT YEAR REDUCTION						<u>(244.2)</u>		

*63 FTE's in this year are associated with the outsourcing of the transportation department to an outside vendor.

WARWICK PUBLIC SCHOOLS
Fy2014 School Committee Adopted Recommended Budget
as of: April 23, 2013

Position	FY14 Budget	
	FTE	Salary
Professional Management & Administration		
51110 Attendance/Tuant Officer	0.37	33,810.00
51110 Tech Apps / Asses Coord.	1.00	96,873.00
51110 ELA Coordinator	1.00	104,186.00
51110 Assist Dir of Curriculum	1.00	109,456.00
51110 Federal Programs Coordinator	0.20	15,727.61
51110 Math/Science Supvsr	1.00	96,235.00
51110 Asst Principal-High School	6.00	590,470.40
51110 Asst Principal-Junior High School	3.00	258,899.75
51110 Principal-High School	4.00	449,614.00
51110 Principal-Junior High School	3.00	307,823.00
51110 Principal-Elementary	17.00	1,691,385.00
51110 Chief Budget Officer	0.80	92,793.60
51110 Director of Compliance and HR	1.00	120,989.00
51110 Asst Dir of Spec Ed	2.00	193,006.00
51110 Director of Special Services	1.00	123,469.00
51110 Dir of Elem Education	1.00	122,295.00
51110 Superintendent of Schools	1.00	165,000.00
51110 Director of Secondary Education	1.00	122,030.00
51110 Director of Buildings and Grounds	1.00	97,510.00
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	46.37	4,791,572.37

WARWICK PUBLIC SCHOOLS
Fy2014 School Committee Adopted Recommended Budget
as of: April 23, 2013

		FY14 Budget	
	Position	FTE	Salary
Middle Management Personnel			
	51110 Mngr of Information Svcs	1.00	89,657.28
	51110 Asst Inform Services Mgr.	1.00	72,676.69
	51110 Controller	1.00	86,682.02
	51110 Busn/Purch Mngr	1.00	76,848.70
	51110 Special Services Office Manager	1.00	62,394.33
	51110 Secretary-Executive	4.80	272,681.63
	51110 Human Resource Asst	1.00	61,745.19
	51110 Systems Analyst	1.00	83,059.07
	51110 Supervisor of Transportation	1.00	85,387.89
	51110 Area Supervisor	1.00	70,444.67
	51110 Construction Coordinator	1.00	88,978.40
	51110 Environmental Coordinator	1.00	63,392.84
	51110 School Comm Secretary	1.00	8,000.00
		16.80	1,121,948.72

WARWICK PUBLIC SCHOOLS
Fy2014 School Committee Adopted Recommended Budget
as of: April 23, 2013

		FY14 Budget	
	Position	FTE	Salary
Professional Personnel (WTU)			
51110	Graduation by Profc Coord	3.00	236,827.79
51132	Department Head/Supv	17.20	1,653,200.84
51110	School Nurse Teacher	19.00	1,489,350.00
51110	Psychologist	10.00	898,620.00
51110	Social Worker	9.00	589,332.46
51110	Diag Presc Tchr (DPT)	3.00	240,741.00
51110	Speech / OT and PTS	29.00	2,238,236.97
51110	Librarian	19.00	1,538,982.36
51110	Guidance Counselor	28.00	2,239,336.00
51110	Teacher - Special Ed	126.00	9,014,729.60
51110	Early Childhood (PreK-02)	1.00	45,801.00
51110	Reading Teacher/Spec	22.40	1,705,020.63
51110	Teacher - General	669.80	51,361,914.57
	TEACHER CUTS	(10.00)	(710,000.00)
		946.40	72,542,093.21

WARWICK PUBLIC SCHOOLS

Fy2014 School Committee Adopted Recommended Budget

as of: April 23, 2013

	Position	FTE	FY14 Budget	Salary
Professional Stipends & Other Professional Supports				
51110	Parents as Teachers Program			80,000.00
51110	Summer School-Principal			75,000.00
51110	Administrative Step Increase			112,134.53
51110	New Degrees			100,000.00
51110	New Longevity			100,000.00
51110	Turnover Expectancy (Breakage)			(816,000.00)
51115	Subs - Professional			1,400,000.00
51115	Elementary			0.00
51115	ELA Subs			0.00
51115	Curriculum			0.00
51115	Math/Science			0.00
51115	RTI			0.00
51134	Sabbatical Leave			45,000.00
51135	Teachers Retro Pay			150,000.00
51136	Overweighed Classes			75,000.00
51139	Class Coverage			100,000.00
51302	Professional Stipends			
51302	ELA Stipends			0.00
51302	CurriculumStipends			0.00
51302	Math/Science			0.00
51302	RTI			0.00
51302	Professional Day			0.00
51308	Extended School Days			25,000.00
51322	Severance			225,000.00
51323	Detention			32,000.00
51324	AM/PM Supervision			35,000.00
51338	Summer School			600,000.00
51401	SE Home/Hospital			200,000.00
51403	Athletic Directors			25,000.00
51404	Athletic Stipends			575,000.00
		0.00	3,138,134.53	

WARWICK PUBLIC SCHOOLS
Fy2014 School Committee Adopted Recommended Budget
as of: April 23, 2013

	Position	FTE	FY14 Budget Salary
Classified (WISE)			
	51110 Senior Warehouse Person	1.00	49,555.03
	51110 Secretary-Executive-C	4.00	204,356.02
	51110 Administrative Clerk	18.20	764,323.99
	51110 Payroll Clerk	3.00	136,292.56
	51110 Data Specialist	3.00	141,728.71
	51110 Senior Accountant	1.00	56,392.30
	51110 Financial Analyst	1.00	52,218.05
	51110 Genl Funds Accountant / Tech	2.00	87,268.48
	51110 Computer Technician	5.00	275,059.36
	51110 Clerk-Junior High School	3.00	89,919.13
	51110 Clerk-High School	15.00	470,388.77
	51110 Sec to Elem Principal	17.00	616,503.33
	51110 Sec to Junior High Principal	3.00	134,258.34
	51110 Sec To High Principal	5.00	199,029.71
	51110 Guidance Clerk	6.00	209,505.97
	51110 BUS AIDE	0.00	0.00
	51110 BUS DRIVER	0.00	0.00
	51110 Teacher Assistant	176.00	5,986,096.71
	51110 LIBRARY ASSISTANTS	3.00	95,628.28
	51110 AV Clerk	1.00	46,787.00
	51110 Head Custodian	25.00	1,178,417.73
	51110 Custodians	37.00	1,485,222.77
	51110 Cleaners	17.00	519,859.19
	51110 Mechanics	17.00	922,343.44
	51110 Groundskeeper	3.00	145,580.94
	51110 Electricians	2.00	127,671.53
	51110 ELECTRICIAN TECHNICIAN	0.00	0.00
	51110 Carpenters	2.00	103,615.07
	51110 Painters	3.00	152,123.61
	51110 Helpers	3.00	124,838.35
		376.20	14,374,984.37

WARWICK PUBLIC SCHOOLS
Fy2014 School Committee Adopted Recommended Budget
as of: April 23, 2013

	Position	FTE	FY14 Budget Salary
Other Support Personnel			
	51110 School Committee	5.00	20,100.00
	51110 Temp Area Supervisor Stipend	0.00	
	51110 Bus Driver-Summer	0.00	
	51110 Bus Monitors	0.00	75,000.00
	51110 Turnover Expectancy-Breakage	0.00	(184,000.00)
	51112 Vacation	0.00	550,000.00
	51115 Subs - Classified	0.00	1,245,000.00
	51201 Overtime District Wide	0.00	150,000.00
	51203 Use of Buildings	0.00	65,000.00
	51306 Severance	0.00	10,000.00
	51332 Sick Payoff-Non-Severance	0.00	30,000.00
	51406 Referee Stipend	0.00	60,000.00
		5.00	2,021,100.00

WARWICK PUBLIC SCHOOLS
School Committee Adopted Recommended Budget - FY2014
as of: April 23, 2013

Position	FY14 Budget	
	FTE	Salary
Grant Funded Personnel - All Categories of Staff		
Professional Management & Administration		
Program Coordinator	2.00	174,308.93
Evaluation Fellowship Administrator	0.00	-
Chief Budget Officer	0.20	23,198.40
Federal Programs Coordinator	0.80	62,910.46
Middle Management Personnel		
Secretary-Executive	0.20	11,865.48
Professional Personnel (WTU)		
Teacher - General	25.50	1,909,397.22
Reading Teacher/Spec	9.40	639,369.59
Social Worker	1.00	80,825.00
Psychologist	2.00	151,075.66
Literacy Coach Elementary	1.00	87,950.00
Guidance Counselor	1.00	83,084.00
Speech / OT and PTS	1.10	69,123.10
Classified (WISE)		
Teacher Assistant	9.00	322,685.17
Administrative Clerk	1.80	77,184.12
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Grant Funded Positions	55.00	3,692,977.12

WARWICK PUBLIC SCHOOLS
School Committee Adopted Recommended Budget - FY2014
as of: April 23, 2013

Budget Manager	FY12 Actual	FY13 Original Budget	FY13 Revised March 13	FY14 Superintendent Recommended	Variance FY14 Recommended vs. FY13 Revised March 2013
Secondary Ed	887,685.51	1,098,458.97	1,101,997.97	1,114,069.00	12,071.03
Elementary Ed	666,383.57	390,485.43	822,991.43	656,172.00	(166,819.43)
Special Services	5,646,968.83	6,223,201.28	6,351,447.28	6,727,265.00	375,817.72
Human Resources	150,376.93	242,740.00	263,542.00	242,740.00	(20,802.00)
Maintenance	3,952,169.69	4,790,392.25	5,126,126.25	4,699,458.00	(426,668.25)
Superintendent	149,545.25	122,700.00	122,700.00	137,450.00	14,750.00
Curriculum	388,866.82	1,044,665.80	1,006,422.80	1,136,860.00	130,437.20
Federal Programs	1,079.00	1,710.00	151,710.00	1,650.00	(150,060.00)
Info Services	1,050,989.94	1,187,070.00	1,160,242.00	1,323,604.00	163,362.00
Educator Effectiveness	6,972.08	0.00	11,000.00	0.00	(11,000.00)
Facility Projects	23,435.95	0.00	66,000.00	0.00	(66,000.00)
Business Affairs	8,205,048.69	9,572,148.00	9,800,246.00	10,689,132.00	888,886.00
	21,129,522.26	24,673,571.73	25,984,425.73	26,728,400.00	743,974.27