#### BALTIMORE COUNTY PUBLIC SCHOOLS

**DATE:** June 14, 2005

TO: BOARD OF EDUCATION

**FROM:** Dr. Joe A. Hairston, Superintendent

SUBJECT: FINANCIAL REPORT – FOR THE MONTHS ENDING

**APRIL 30, 2004 AND 2005** 

**ORIGINATOR:** J. Robert Haines, Deputy Superintendent, Business Services

**RESOURCE** 

**PERSON (S):** Barbara Burnopp, Executive Director, Fiscal Services

Patrick Fannon, Controller

#### **INFORMATION**

Attached is the General Fund Comparison of FY2004 and FY2005 Revenues, Expenditures, and Encumbrances – Budget to Actual for the periods ended April 2004 and 2005.

## General Fund Comparison of FY2004 and FY2005 Revenues, Expenditures, and EncumbrancesBudget to Actual

These data are presented using State Department of Education categories. Amounts included reflect actual revenues, expenditures, and encumbrances to date and do not reflect forecasts of revenues and expenditures. Figure 1 presents an overview of the FY2004 and FY2005 General Fund Revenue Budget. Figure 2 provides an overview of the adjusted FY2005 General Fund Expenditure Budget. Figure 3 compares the percent of the budget obligated as of April 2004 and 2005. Figure 4 is a comparative statement of budget to actual revenues, expenditures, and encumbrances.

#### General Fund Revenue Budget

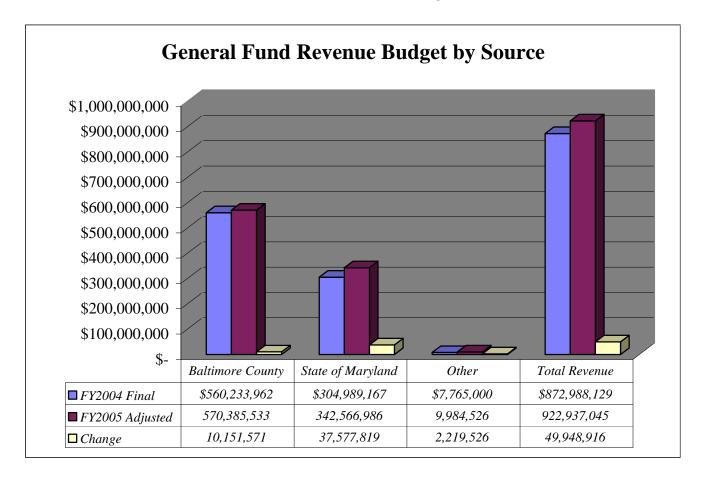


Figure 1
Year-to-Date Comparison

- *Baltimore County* The FY2005 County appropriation increased \$10,151,571, 1.8% over the FY2004 budget. County funds are drawn based on cash flow requirements. Year-to-date County revenue recognized is \$433 million, 76% of the budget, as compared to \$437 million, 78% of the budget, for FY2004.
- State of Maryland The FY2005 State appropriation increased \$37,577,819, 12.3% over the FY2004 budget. The increase is the result of the second year of the Maryland Bridge to Excellence in Public Schools Act. The majority of State funds are received bi-monthly in equal installments. Five of the bi-monthly payments have been received, and actual revenues to date are in line with the budget.
- Other Revenues Out-of-County tuition payments from other Local Education Agencies (LEAs) are generally recognized at the end of the fiscal year and represent 47% of the Other Revenues budget. The re-appropriation of the prior fiscal year's fund balance was increased by \$1.5 million in January and now represents 33% of the Other Revenues budget. Year-to-date revenue includes summer school and other tuitions, the re-appropriation of the prior year's unspent fund balance of \$3.3 million and sundry other revenues.

#### General Fund Expenditure Budget

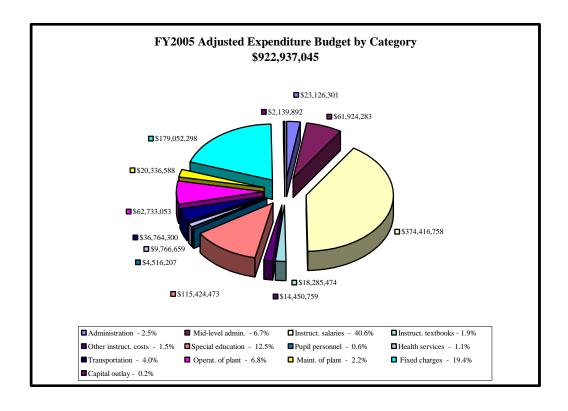


Figure 2 (Detail included in Figure 4)

#### Year-to-Date Comparison

Total expenditures and encumbrances – Year-to-date expenditures and encumbrances through April 30, 2005 are \$743 million, 80.4% obligated, compared to \$710 million, 81% obligated, for the same period in FY2004. Salary expenditures within categories that are primarily comprised of 12-month positions (e.g., Administration, Mid-Level Administration, Operation of Plant, Maintenance of Plant, and Capital Outlay) average 81% of the budget amount and are in line considering the percent of the fiscal year that has elapsed. Salary expenditures in categories with large concentrations of 10-month, school-based personnel (e.g., Instructional Salaries, Special Education, Pupil Personnel, Health Services, and Transportation) average 80% of budget, which is in line with the percentage of the school year that has elapsed. The increase in year-to-date FY2005 total non-salary expenditures and encumbrances results primarily from additional costs in transportation, operation and maintenance of facilities. These additional costs are for expenditures obligated for the costs of fuel, utilities and contracted services. Additionally, contracted services in the Special Education budget have been significantly encumbered for the year; and increases have been incurred in Fixed Charges primarily from an increase in health benefit premiums. A budget appropriation transfer decreasing Instructional salaries by \$3,138,561 and increasing other budget categories was approved by the Board on May 10, 2005 and forwarded to the County Council for action.

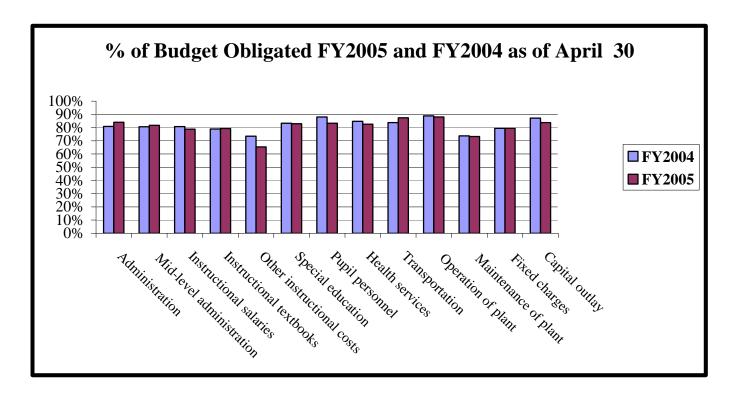


Figure 3

- Administration and Mid-level administration although year-to-date FY2005 expenditures and encumbrances are currently in line with the budget, the Board at its May 10th meeting, approved a transfer of funds to provide for unachieved turnover savings.
- Instructional salaries The budget for instructional salaries was increased by \$15 million in FY2005 to include increased funding for salary restructuring, step increases and additional instructional positions as a result of enrollment growth and added programs. The expenditures for salaries in FY2005 are approximately the same as in the prior year even though the budget has been increased. This similarity in amounts results from teaching personnel starting their school year a week later in FY2005, which results in 17.5 pay periods through April 2005 as compared with 18 pay periods in the prior year. Anticipated turnover savings have been realized in this category and are being used to provide funding for shortfalls in other categories.
- *Instructional textbooks and supplies* A significant portion of the Instructional Textbooks and Supplies category is spent early in the fiscal year as orders are placed with vendors for textbooks and classroom supplies needed for the opening of school. The budget for this category was increased by \$759,000 in January as a result of a supplemental appropriation from Baltimore County. To date, \$14.5 million, 79% of the FY2005 budgeted funds has been committed; the remaining budget will be spent throughout the remainder of the year to purchase additional consumable classroom supplies, library books and other media.

- Other instructional costs This category is comprised of commitments for contracted services, staff development, and equipment used to support the instructional program. This category was increased by \$750,000 in January as a result of the supplemental budget appropriation from Baltimore County. The FY2005 budget included \$3.0 million for the computer replacement program for schools. These computers were purchased and placed in the schools prior to the start of the school year. To date \$9.5 million, 65% of the FY2005 budgeted funds has been committed.
- Special education The Special Education category includes costs associated with the educational needs of students receiving special education services. The FY2005 salary budget includes increased funding for salary restructuring, step increases, the addition of 37.8 FTEs to support enrollment increases and 19.5 FTEs to expand kindergarten special education inclusion programs at 16 elementary schools. \$33.4 million (92%) of the FY2005 Special Education non-salary budget is for private placement of children in non-public schools. To date, 88% of the original budgeted funds for private placement, \$29.3 million, have been committed. Year-to-date FY2005 expenditures and encumbrances are in line with the budget and are consistent with the prior year.
- *Pupil personnel and Health services* While year-to-date FY2005 expenditures and encumbrances are currently in line with the budgets, most recent salary projections for these categories indicated that a transfer of funds would be necessary to provide funding for unachieved turnover savings. The Board approved a budget transfer at its May 10<sup>th</sup> meeting to provide funding for these additional costs.
- *Transportation* This category includes all costs associated with providing school transportation services for students between home, school, and school activities. Much of the Transportation non-salary budget is committed early in the fiscal year to reflect the anticipated annual expenditures for contracts with private bus operators, fuel for vehicles, costs of bus maintenance, and other non-salary expenditures. As of April 30, 2005, the non-salary budget has been overcommitted, as compared with 97% committed as of April 2004. The primary cause of the expenditures being over budget is the significant increases in the cost of fuel. The Board approved a budget transfer at its May 10<sup>th</sup> meeting to provide funding for these additional costs. The expenditures for salaries are in line with the budget.
- Operation of plant This category contains costs for custodial and grounds keeping salaries for care and upkeep of grounds and buildings. Additionally, costs of utilities (including communications costs, gas and electric, fuel oil, sewer, and water) are included here. Encumbrances for utilities have been established for the full amount of the budgeted annual costs of approximately \$22 million. Other expenditures in this category include the cost of building rent, \$1.8 million, property insurance, \$1.5 million, trash removal, \$925,000, duplicator machine maintenance, \$629,000, and custodial supplies, \$1 million. As of April 30, 2005, 88% of the budget has been committed, compared with 89% as of April 2004. This category is expected to require a transfer of funds due to increases in utilities and fuel expenditures primarily resulting from significant unit cost increases.
- *Maintenance of plant and capital outlay* While year-to-date FY2005 expenditures and encumbrances are currently in line with the budget, the Board approved a budget transfer at its May 10<sup>th</sup> meeting to provide funding for projected shortfalls in vehicle parts and fuel.
- *Fixed charges* This category includes the cost of employee benefits and other fixed costs. Health insurance and employer FICA consume 65% and 26% of the Fixed Charges budget, respectively. The FY2005 budget includes an increase of \$14.9 million as a result of a 13.9% increase in premium rates for health insurance. Year-to-date FY2005 expenditures and encumbrances are in line with the budget.

# Baltimore County Public Schools Comparison of FY 2004 and FY 2005 Revenues, Expenditures, and Encumbrances Budget and Actual

### For the Periods Ended April 30, 2004 and 2005 General Fund

Profession   Pr			FY 2004					FY 2005						
Pubmistration			3	Total Rev/Exp/Enc.	Remaining Budget	Earned or		=		Total Rev/Exp/Enc.		Budget	Earned or	
Second Contents	Revenues		Budget	as of 04/30/04	as of 04/30/04	Obligated		Budget	a	s of 04/30/05	a	s of 04/30/05	Obligated	
Second Contents	Baltimore County		\$ 560,233,962	\$ 436,709,625	\$ 123.524.337	78.0%	s	570.385.533	\$	433.178.595	\$	137.206.938	75.9%	
Properties   Pro	•						·							
Expenditures and encounters	Other		7,765,000	3,938,936	3,826,064	50.7%		9,984,526		6,086,175		3,898,351	61.0%	
Page							\$		\$		\$			
Mid-level administration   Support	Expenditures and encumbrances													
Pubmishary   Pub	Administration	salary	\$ 14,506,261	\$ 12,064,947	\$ 2,441,314	83.2%	\$	15,181,770	\$	12,690,303	\$	2,491,467	83.6%	
Mid-level administration   Salary   53,995,471   43,803.420   10,192.051   81.15   56,683.247   46,727.199   9956,048   82.48   100   10,000   10		•												
Purp		subtotal	22,527,109	18,226,799	4,300,310	80.9%		23,126,301		19,418,365		3,707,936	84.0%	
Public   P	Mid-level administration	salarv	53,995,471	43.803.420	10.192.051	81.1%		56.683,247		46,727,199		9.956.048	82.4%	
Instructions		-												
Instructional salaries   Instructional salaries   Instructional scalaries   Instructional actathools		subtotal	59,822,055	48,206,484	11,615,571	80.6%		61,924,283		50,615,643		11,308,640	81.7%	
Instructional salaries   Instructional salaries   Instructional scate   Instructional extrobooks   Instructional extraor   Instructional	Instruction:													
Instructional textbooks   Instructional costs   Instructional co		salary	359,412,236	290,330,533	69,081,703	80.8%		374,416,758		294,865,663		79,551,095	78.8%	
Special education   Salary   73,650,959   60,640,918   13,010,041   82,3%   79,191,225   64,374,088   14,817,137   81,3%   86,4%   81,4817,137   81,3%   86,4%   81,4817,137   81,3%   81,481,417   81,4817,137   81,3%   81,481,417   81,4817,137   81,3%   81,481,417   81,4817,137   81,3%   81,481,417   81,4817,137   81,3%   81,481,417   81,4817,137   81,4817,417   81,4817,	Instructional textbooks	-	18,029,870	14,229,707	3,800,163	78.9%		18,285,474		14,493,520		3,791,954	79.3%	
Non-salary   34,379,210   29,390,088   4,989,122   85.5%   36,233,248   31,304,700   4,928,548   86.4%	Other instructional costs	non-salary	15,234,574	11,193,362	4,041,212	73.5%	_	14,450,759		9,451,739		4,999,020	65.4%	
Non-salary   34,379,210   29,390,088   4,989,122   85.5%   36,233,248   31,304,700   4,928,548   86.4%	Special education	salary	73.650.959	60.640.918	13.010.041	82.3%		79.191.225		64.374.088		14.817.137	81.3%	
Subtoral   108,030,169   90,031,006   17,999,163   83.3%   115,424,473   95,678,789   19,745,684   82.9%     Pupil personnel   salary   3,760,769   3,324,518   436,251   88.4%   4,361,971   3,676,407   685,564   84.3%     non-salary   154,236   119,574   34,662   77.5%   154,236   85,527   68,709   55,5%     subtotal   3,915,005   3,444,092   470,913   88.0%   4,516,207   3,761,934   754,273   83,3%     Health services   salary   9,106,128   7,720,933   1,385,105   84.8%   9,608,799   7,928,512   1,680,287   82.5%     non-salary   177,507   149,690   27,817   84.3%   157,860   135,203   22,657   85.6%     subtotal   9,283,635   7,870,623   1,413,012   84.8%   9,766,659   8,063,715   1,702,944   82.6%     Transportation   salary   23,681,692   18,194,144   5,487,548   76.8%   24,125,796   19,367,589   4,758,207   80,3%     non-salary   12,474,320   12,079,708   394,612   96.8%   12,638,504   12,754,708   (116,204)   100,9%     subtotal   36,156,012   30,273,852   5,882,160   83.7%   36,764,300   32,122,297   4,642,003   87.4%     Operation of plant   salary   31,558,383   25,298,291   6,260,092   80.2%   32,016,991   25,392,361   6,624,630   79.3%     non-salary   27,063,858   26,826,048   237,810   99.1%   30,716,062   29,796,624   919,438   97.0%     subtotal   38,622,241   52,124,339   64,97.902   88.9%   62,733,053   55,188,985   7,544,068   88.0%    Maintenance of plant   salary   90,18,600   7,447,863   1,570,737   82.6%   9,823,730   7,647,770   2,175,960   77.8%     non-salary   10,404,572   6,870,037   3,534,535   60.0%   10,512,888   7,239,084   3,273,774   68.9%     subtotal   19,423,172   14,317,900   5,105,272   73,7%   20,336,588   148,86,854   5,449,734   73,2%    Fixed charges   non-salary   20,8150   132,128   76,022   63,5%   20,315,882   142,149,677   36,902,621   79,4%    Total Salary   580,543,39   470,499,693   110,054,646   81.0%   607,342,029   484,378,696   122,963,33   79,8%    Total Salary   580,543,39   470,499,693   110,054,646   81.0%   607,542,029   484,378,696   122,963,33   79,	~F	-												
Properties   Pro		=												
Properties   Pro	Punil personnel	calary	3 760 769	3 324 518	436 251	88 4%		4 361 971		3 676 407		685 564	8/1/3%	
Health services   salary   9,106,128   7,720,933   1,385,195   84.8%   9,608,799   7,928,512   1,680,287   82.5%   non-salary   177,507   149,690   27,817   84.3%   157,860   135,203   22,657   85.6%   subtotal   9,283,635   7,870,623   1,413,012   84.8%   9,766,659   8,063,715   1,702,944   82.6%   1,000,804   1,0	r upii personner	•												
Health services salary 9,106,128 7,720,933 1,385,195 84,8% 9,608,799 7,928,512 1,680,287 82.5% non-salary 177,507 149,690 27,817 84,3% 157,860 135,203 22,657 85,6% subtotal 9,283,635 7,870,623 1,413,012 84,8% 9,766,659 8,063,715 1,702,944 82.6%    Transportation salary 23,681,692 18,194,144 5,487,548 76.8% 24,125,796 19,367,589 4,758,207 80,3% non-salary 12,474,320 12,079,708 394,612 96.8% 12,638,504 12,754,708 (116,204) 100,9% subtotal 36,156,012 30,273,852 5,882,160 83,7% 36,764,300 32,122,297 4,642,003 87,4%    Operation of plant salary 31,558,383 25,298,291 6,260,092 80,2% 32,016,991 25,392,361 6,624,630 79,3% non-salary 27,063,858 26,826,048 237,810 99,1% 30,716,062 29,796,624 919,438 97.0% subtotal 58,622,241 52,124,339 6,497,902 88,9% 62,733,053 55,188,985 7,544,068 88,0%    Maintenance of plant salary 9,018,600 7,447,863 1,570,737 82.6% 9,823,730 7,647,770 2,175,960 77.8% non-salary 10,404,572 6,870,037 3,534,535 66.0% 10,512,858 7,239,084 3,273,774 68,9% subtotal 19,423,172 14,317,900 5,105,272 73,7% 20,336,588 14,886,854 5,449,734 73,2%    Fixed charges non-salary 160,460,061 127,525,931 32,934,130 79,5% 179,052,298 142,149,677 36,902,621 79,4%    Capital outlay salary 1,863,840 1,674,126 189,714 89.8% 1,931,742 1,708,804 222,938 88,5% non-salary 208,150 132,128 76,022 63,5% 208,150 83,872 124,278 40,3% subtotal 2,071,990 1,806,254 265,736 87.2% 2,139,892 1,792,676 347,216 83,8%    Total Salary 580,554,339 470,499,693 110,054,646 81.0% 607,342,029 484,378,696 122,963,333 79,8%    Total Salary 580,554,339 470,499,693 110,054,646 81.0% 607,342,029 484,378,696 122,963,333 79,8%    Total Salary 580,554,339 470,499,693 110,054,646 81.0% 607,342,029 484,378,696 122,963,333 79,8%    Total Salary 580,554,339 470,499,693 110,054,646 81.0% 607,342,029 484,378,696 122,963,333 79,8%    Total Salary 580,554,339 470,499,693 110,054,646 81.0% 607,342,029 484,378,696 122,963,333 79,8%    Total Salary 580,554,339 470,499,693 110,054,646 81.0% 607,342,029 484,378,696 122,963,333 79,8%    Total Salary 580,554,339 470,49		•												
Non-salary   177,507   149,690   27,817   84.3%   157,860   135,203   22,657   85.6%   10,000   135,203   22,657   85.6%   10,000   135,203   13,000   135,203   13,000   135,203   13,000   1					· · · · · · · · · · · · · · · · · · ·							· · · · · · · · · · · · · · · · · · ·		
Subtotal         9,283,635         7,870,623         1,413,012         84.8%         9,766,659         8,063,715         1,702,944         82.6%           Transportation         salary         23,681,692         18,194,144         5,487,548         76.8%         24,125,796         19,367,589         4,758,207         80.3%           non-salary         12,474,320         12,079,708         394,612         96.8%         12,638,504         12,754,708         (116,204)         100.9%           subtotal         36,156,012         30,273,852         5,882,160         83.7%         36,764,300         32,122,297         4,642,003         87.4%           Operation of plant         salary         31,558,383         25,298,291         6,260,092         80.2%         32,016,991         25,392,361         6,624,630         79.3%           mon-salary         27,063,858         26,826,048         237,810         99.1%         30,716,062         29,796,624         919,438         97.0%           subtotal         58,622,241         52,124,339         6,497,902         88.9%         62,733,053         55,188,985         7,544,068         88.0%           Maintenance of plant         salary         9,018,600         7,447,863         1,570,737         82.6% <td< td=""><td>Health services</td><td>•</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>	Health services	•												
Transportation salary 23.681,692 18,194,144 5,487,548 76.8% 24,125,796 19,367,589 4,758,207 80.3% onn-salary 12,474,320 12,079,708 394,612 96.8% 12,638,504 12,754,708 (116,204) 100.9% subtotal 36,156,012 30,273,852 5,882,160 83.7% 36,764,300 32,122,297 4,642,003 87.4% Operation of plant salary 31,558,383 25,298,291 6,260,092 80.2% 32,016,991 25,392,361 6,624,630 79.3% onn-salary 27,063,858 26,826,048 237,810 99.1% 30,716,062 29,796,624 919,438 97.0% subtotal 58,622,241 52,124,339 6,497,902 88.9% 62,733,053 55,188,985 7,544,068 88.0% Operation of plant salary 9,018,600 7,447,863 1,570,737 82,6% 9,823,730 7,647,770 2,175,960 77.8% onn-salary 10,404,572 6,870,037 3,534,535 66.0% 10,512,858 7,239,084 3,273,774 68.9% subtotal 19,423,172 14,317,900 5,105,272 73.7% 20,336,588 14,886,854 5,449,734 73.2% Operation of plant salary 160,460,061 127,525,931 32,934,130 79.5% 179,052,298 142,149,677 36,902,621 79.4% Operation of plant salary 208,150 132,128 76,022 63.5% 208,150 83,872 124,278 40.3% subtotal 2,071,990 1,806,254 265,736 87.2% 2,139,892 1,792,676 347,216 83.8% Operation of plant subtotal 2,071,990 1,806,254 265,736 87.2% 2,139,892 1,792,676 347,216 83.8% Operation of plant subtotal 2,071,990 239,081,189 53,352,601 81.8% 315,595,016 258,111,161 57,483,855 81.8% Operation of plant subtotal 2,293,339 29,33,390 239,081,189 53,352,601 81.8% 315,595,016 258,111,161 57,483,855 81.8% Operation of plant subtotal 2,293,339 29,33,390 239,081,189 53,352,601 81.8% 315,595,016 258,111,161 57,483,855 81.8% Operation of plant subtotal 2,294,33,790 239,081,189 53,352,601 81.8% 315,595,016 258,111,161 57,483,855 81.8% Operation of plant 2,475,470,470,470,470,470,470,470,470,470,470		•										· ·		
non-salary subtotal   12,474,320   12,079,708   394,612   96.8%   12,638,504   12,754,708   (116,204)   100.9%     subtotal   36,156,012   30,273,852   5,882,160   83.7%   36,764,300   32,122,297   4,642,003   87.4%     Operation of plant salary   31,558,383   25,298,291   6,260,092   80.2%   32,016,991   25,392,361   6,624,630   79.3%     non-salary   27,063,858   26,826,048   237,810   99.1%   30,716,062   29,796,624   919,438   97.0%     subtotal   58,622,241   52,124,339   6,497,902   88.9%   62,733,053   55,188,985   7,544,068   88.0%     Maintenance of plant salary   9,018,600   7,447,863   1,570,737   82.6%   9,823,730   7,647,770   2,175,960   77.8%     non-salary   10,404,572   6,870,037   3,534,535   66.0%   10,512,858   7,239,084   3,273,774   68.9%     subtotal   19,423,172   14,317,900   5,105,272   73.7%   20,336,588   14,886,854   5,449,734   73.2%     Fixed charges   non-salary   160,460,061   127,525,931   32,934,130   79.5%   179,052,298   142,149,677   36,902,621   79.4%     Capital outlay   salary   1,863,840   1,674,126   189,714   89.8%   1,931,742   1,708,804   222,938   88.5%     Non-salary   208,150   132,128   76,022   63.5%   208,150   83.872   124,278   40.3%     subtotal   2,071,990   1,806,254   265,736   87.2%   2,139,892   1,792,676   347,216   83.8%    Total Salary   580,554,339   470,499,693   110,054,646   81.0%   607,342,029   484,378,696   122,963,333   79.8%     Total Non-Salary   292,433,790   239,081,189   53,352,601   81.8%   315,595,016   258,111,161   57,483,855   81.8%     Total Non-Salary   292,433,790   239,081,189   53,352,601   81.8%   315,595,016   258,111,161   57,483,855   81.8%     Total Non-Salary   292,433,790   239,081,189   53,352,601   81.8%   315,595,016   258,111,161   57,483,855   81.8%     Total Non-Salary   292,433,790   239,081,189   53,352,601   81.8%   315,595,016   258,111,161   57,483,855   81.8%     Total Non-Salary   292,433,790   239,081,189   53,352,601   81.8%   315,595,016   258,111,161   57,483,855   81.8%     Total Non-Salary   292,433		subtotal	9,283,635	7,870,623	1,413,012	84.8%		9,766,659		8,063,715		1,702,944	82.6%	
Operation of plant         salary         36,156,012         30,273,852         5,882,160         83.7%         36,764,300         32,122,297         4,642,003         87.4%           Operation of plant         salary         31,558,383         25,298,291         6,260,092         80.2%         32,016,991         25,392,361         6,624,630         79.3%           non-salary         27,063,858         26,826,048         237,810         99.1%         30,716,062         29,796,624         919,438         97.0%           subtotal         58,622,241         52,124,339         6,497,902         88.9%         62,733,053         55,188,985         7,544,068         88.0%           Maintenance of plant         salary         9,018,600         7,447,863         1,570,737         82.6%         9,823,730         7,647,770         2,175,960         77.8%           mon-salary         10,404,572         6,870,037         3,534,535         66.0%         10,512,858         7,239,084         3,273,774         68.9%           Fixed charges         non-salary         160,460,061         127,525,931         32,934,130         79.5%         179,052,298         142,149,677         36,902,621         79.4%           Capital outlay         salary         1,863,840         1,67	Transportation	salary	23,681,692	18,194,144	5,487,548	76.8%		24,125,796		19,367,589		4,758,207	80.3%	
Operation of plant         salary non-salary         31,558,383         25,298,291         6,260,092         80.2%         32,016,991         25,392,361         6,624,630         79.3%           Maintenance of plant         58,622,241         52,124,339         6,497,902         88.9%         62,733,053         55,188,985         7,544,068         88.0%           Maintenance of plant         salary         9,018,600         7,447,863         1,570,737         82.6%         9,823,730         7,647,770         2,175,960         77.8%           non-salary         10,404,572         6,870,037         3,534,535         66.0%         10,512,858         7,239,084         3,273,774         68.9%           Fixed charges         non-salary         160,460,061         127,525,931         32,934,130         79.5%         179,052,298         142,149,677         36,902,621         79.4%           Capital outlay         salary         1,863,840         1,674,126         189,714         89.8%         1,931,742         1,708,804         222,938         88.5%           Total Salary         580,554,339         470,499,693         110,054,646         81.0%         607,342,029         484,378,696         122,963,333         79.8%           Total Non-Salary         292,433,790 <td< td=""><td></td><td>non-salary</td><td>12,474,320</td><td>12,079,708</td><td>394,612</td><td>96.8%</td><td></td><td>12,638,504</td><td></td><td>12,754,708</td><td></td><td>(116,204)</td><td>100.9%</td></td<>		non-salary	12,474,320	12,079,708	394,612	96.8%		12,638,504		12,754,708		(116,204)	100.9%	
non-salary subtotal         27,063,858         26,826,048         237,810         99.1%         30,716,062         29,796,624         919,438         97.0%           Maintenance of plant         58,622,241         52,124,339         6,497,902         88.9%         62,733,053         55,188,985         7,544,068         88.0%           Maintenance of plant         salary non-salary non-salary         10,404,572         6,870,037         3,534,535         66.0%         10,512,858         7,239,084         3,273,774         68.9% subtotal           Fixed charges         non-salary         160,460,061         127,525,931         32,934,130         79.5%         179,052,298         142,149,677         36,902,621         79.4%           Capital outlay         salary alary         1,863,840         1,674,126         189,714         89.8%         1,931,742         1,708,804         222,938         88.5%           Non-salary authotal         208,150         132,128         76,022         63.5%         208,150         83,872         124,278         40.3%           Total Salary         580,554,339         470,499,693         110,054,646         81.0%         607,342,029         484,378,696         122,963,333         79.8%           Total Non-Salary         292,433,790         239,0		subtotal	36,156,012	30,273,852	5,882,160	83.7%		36,764,300		32,122,297		4,642,003	87.4%	
Maintenance of plant         salary         9,018,600         7,447,863         1,570,737         82.6%         9,823,730         7,647,770         2,175,960         77.8%           non-salary         10,404,572         6,870,037         3,534,535         66.0%         10,512,858         7,239,084         3,273,774         68.9%           subtotal         19,423,172         14,317,900         5,105,272         73.7%         20,336,588         14,886,854         5,449,734         73.2%           Fixed charges         non-salary         160,460,061         127,525,931         32,934,130         79.5%         179,052,298         142,149,677         36,902,621         79.4%           Capital outlay         salary         1,863,840         1,674,126         189,714         89.8%         1,931,742         1,708,804         222,938         88.5%           non-salary         208,150         132,128         76,022         63.5%         208,150         83,872         124,278         40.3%           Total Salary         580,554,339         470,499,693         110,054,646         81.0%         607,342,029         484,378,696         122,963,333         79.8%           Total Non-Salary         292,433,790         239,081,189         53,352,601         81.8%	Operation of plant	salary	31,558,383	25,298,291	6,260,092	80.2%		32,016,991		25,392,361		6,624,630	79.3%	
Maintenance of plant         salary non-salary non-salary         9,018,600 (1,040,572)         7,447,863 (1,570,737)         82.6% (1,570,737)         9,823,730 (1,547,770)         7,647,770 (1,75,960)         77.8% (1,579,960)           Fixed charges         10,404,572 (1,4317,900)         5,105,272 (1,37%)         20,336,588 (1,486,854)         1,486,854 (1,49,734)         73.2%           Fixed charges         non-salary         160,460,061 (127,525,931)         32,934,130 (1,570,737)         179,052,298 (142,149,677)         36,902,621 (1,794,677)         79.4%           Capital outlay         salary (1,863,840) (1,674,126) (189,714) (189,714) (199,714		non-salary	27,063,858	26,826,048	237,810	99.1%		30,716,062		29,796,624		919,438	97.0%	
non-salary   10,404,572   6,870,037   3,534,535   66.0%   10,512,858   7,239,084   3,273,774   68.9%   subtotal   19,423,172   14,317,900   5,105,272   73.7%   20,336,588   14,886,854   5,449,734   73.2%		subtotal	58,622,241	52,124,339	6,497,902	88.9%		62,733,053		55,188,985		7,544,068	88.0%	
subtotal         19,423,172         14,317,900         5,105,272         73.7%         20,336,588         14,886,854         5,449,734         73.2%           Fixed charges         non-salary         160,460,061         127,525,931         32,934,130         79.5%         179,052,298         142,149,677         36,902,621         79.4%           Capital outlay         salary         1,863,840         1,674,126         189,714         89.8%         1,931,742         1,708,804         222,938         88.5%           non-salary         208,150         132,128         76,022         63.5%         208,150         83,872         124,278         40.3%           subtotal         2,071,990         1,806,254         265,736         87.2%         2,139,892         1,792,676         347,216         83.8%           Total Salary         580,554,339         470,499,693         110,054,646         81.0%         607,342,029         484,378,696         122,963,333         79.8%           Total Non-Salary         292,433,790         239,081,189         53,352,601         81.8%         315,595,016         258,111,161         57,483,855         81.8%	Maintenance of plant	salary	9,018,600	7,447,863	1,570,737	82.6%		9,823,730		7,647,770		2,175,960	77.8%	
Fixed charges non-salary 160,460,061 127,525,931 32,934,130 79.5% 179,052,298 142,149,677 36,902,621 79.4%  Capital outlay salary 1,863,840 1,674,126 189,714 89.8% 1,931,742 1,708,804 222,938 88.5% non-salary 208,150 132,128 76,022 63.5% 208,150 83,872 124,278 40.3% subtotal 2,071,990 1,806,254 265,736 87.2% 2,139,892 1,792,676 347,216 83.8%  Total Salary 580,554,339 470,499,693 110,054,646 81.0% 607,342,029 484,378,696 122,963,333 79.8% Total Non-Salary 292,433,790 239,081,189 53,352,601 81.8% 315,595,016 258,111,161 57,483,855 81.8%		non-salary	10,404,572	6,870,037	3,534,535	66.0%		10,512,858		7,239,084		3,273,774	68.9%	
Capital outlay salary 1,863,840 1,674,126 189,714 89.8% 1,931,742 1,708,804 222,938 88.5% non-salary 208,150 132,128 76,022 63.5% 208,150 83,872 124,278 40.3% subtotal 2,071,990 1,806,254 265,736 87.2% 2,139,892 1,792,676 347,216 83.8%  Total Salary 580,554,339 470,499,693 110,054,646 81.0% 607,342,029 484,378,696 122,963,333 79.8% Total Non-Salary 292,433,790 239,081,189 53,352,601 81.8% 315,595,016 258,111,161 57,483,855 81.8%		subtotal	19,423,172	14,317,900	5,105,272	73.7%		20,336,588		14,886,854		5,449,734	73.2%	
non-salary subtotal         208,150         132,128         76,022         63.5%         208,150         83,872         124,278         40.3%           Total Salary         2,071,990         1,806,254         265,736         87.2%         2,139,892         1,792,676         347,216         83.8%           Total Salary         580,554,339         470,499,693         110,054,646         81.0%         607,342,029         484,378,696         122,963,333         79.8%           Total Non-Salary         292,433,790         239,081,189         53,352,601         81.8%         315,595,016         258,111,161         57,483,855         81.8%	Fixed charges	non-salary	160,460,061	127,525,931	32,934,130	79.5%		179,052,298		142,149,677		36,902,621	79.4%	
non-salary subtotal         208,150         132,128         76,022         63.5%         208,150         83,872         124,278         40.3%           Total Salary         2,071,990         1,806,254         265,736         87.2%         2,139,892         1,792,676         347,216         83.8%           Total Salary         580,554,339         470,499,693         110,054,646         81.0%         607,342,029         484,378,696         122,963,333         79.8%           Total Non-Salary         292,433,790         239,081,189         53,352,601         81.8%         315,595,016         258,111,161         57,483,855         81.8%	Capital outlay	salary	1,863,840	1,674,126	189,714	89.8%		1,931,742		1,708,804		222,938	88.5%	
subtotal         2,071,990         1,806,254         265,736         87.2%         2,139,892         1,792,676         347,216         83.8%           Total Salary         580,554,339         470,499,693         110,054,646         81.0%         607,342,029         484,378,696         122,963,333         79.8%           Total Non-Salary         292,433,790         239,081,189         53,352,601         81.8%         315,595,016         258,111,161         57,483,855         81.8%	ry	-						, ,						
Total Non-Salary 292,433,790 239,081,189 53,352,601 81.8% 315,595,016 258,111,161 57,483,855 81.8%										-		•		
Total Non-Salary 292,433,790 239,081,189 53,352,601 81.8% 315,595,016 258,111,161 57,483,855 81.8%	Total Salary		580 554 330	470 499 693	110 054 646	81.0%		607 342 029		484 378 606		122 963 333	79.8%	
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	•						\$		\$		\$			