

THE
UNIVERSITY
OF RHODE ISLAND

FY 2012 Budget Request

FY 2013 Preliminary Budget Request

THINK BIG  WE DO™



Transmittal Letters

DATE: September 3, 2010

TO: Ray M. DiPasquale
Commissioner

FROM: David M. Dooley, Ph.D.
President

SUBJECT: FY 2012 Unrestricted Budget Request
FY 2013 Preliminary Unrestricted Budget Request

In developing the FY 2012 Budget Request and the preliminary FY 2013 Budget Request, The University of Rhode Island has allocated resources to the extent allowed by the budget to support its core missions: undergraduate and graduate education, research and outreach activities. This is congruent with the goals and objectives of the Board of Governors and the Office of Higher Education. The concepts described below are intended to be representative of and to reflect the items included in the guidelines from the Offices of Higher Education and State Budget Office. The budget plan supports the University's Academic Plan.

In Academic Affairs, our focus is on student recruitment, quality, yield, retention, involvement, and graduation rates and is reflected in on-going efforts to engage faculty and staff from across the University in addressing student learning outcomes assessments. Funding of new items in the FY 2012 budget is linked to the implementation of the strategic priorities that are outlined in the Academic Affairs comprehensive plan. Funds have been budgeted to support student aid, diversity, graduate education and research initiatives in efficient and productive revenue generating units. We need to bolster the first-year experience to enhance retention and the "value" of the URI academic experience.

We continue to attract a high quality undergraduate student body. For Fall 2011, our freshman class is currently estimated at 3,041. To achieve the enrollment of a talented and diverse community of students, to become more competitive with regard to financial aid, and to enhance student retention, additional funding is requested for student aid.

Additional funding for diversity is also being requested. A new diversity leader in an executive position will guide the diversity agenda of the university.

Reallocations within and between divisions for high priority programs and projects continue in the current year. An example is funding for a Gay, Lesbian, Bisexual, Transgender (GLBT) initiative which will allow for the funding of a graduate assistant position along with much needed operating and programming funds.

The University will maximize revenues and control expenses in accordance with available resources and established priorities.

Total Unrestricted Budget

In accordance with the directions from the Office of Higher Education, the FY 2012 budget as submitted reflects the current service level (CSL) State Appropriation. In accordance with the instructions from the State Budget Office, 3% cost of living adjustments and fringe benefit rate changes are reflected in the FY 2012 Budget Request.

Included within the FY 2012 Budget Request submission is the FY 2011 Allocation. The FY 2011 State Appropriation is \$56.6M excluding GO Debt Service. This amount reflects the Enacted budget appropriated to the University of Rhode Island.

Revenue

Enrollment/Tuition and Fees

Tuition and Fee revenue is estimated at \$245.6M, \$6.1M or 2.5% greater than FY 2011. Enrollment is reflected at 14,643 Financial FTE (FFTE) students, an increase of 193 FFTE from FY 2011. In-state enrollment is projected at 8,648 FFTE, out-of-state at 5,995 FFTE students. This excludes Summer Session, which represents approximately 1,990 FFTE.

The tuition and mandatory fee rate for in-state and out-of-state undergraduate students is increasing by \$80. Detailed information on all tuition and fee rates is enclosed with the submission.

State Appropriation

State Appropriation for FY 2011 is reflected at the enacted level as directed by the Office of Higher Education. State Appropriation for FY 2012 reflects the amount necessary to accommodate the required expenses after tuition and fee revenue was utilized. Detailed information is included in the backup schedules.

The Jason Project and the Legislative Mandated Programs which are included in the State Appropriation are reflected at the FY 2011 enacted level. In accordance with instructions from the State Budget Office, GO Debt Service is also displayed in the budget submission as part of State Appropriation. We have displayed this item level with FY 2011.

Miscellaneous Revenue

All other revenue is reflected at \$11M, essentially level with FY 2011. This category encompasses indirect cost from sponsored research, auxiliary indirect cost, interest income, late fees and other miscellaneous revenue.

Interdepartmental & Other Revenue

This category is estimated at \$12.5M level with FY 2011. A like amount of expense is budgeted for this category.

Expense

Personnel Services including fringe benefits reflect a 4.6% increase from FY 2011. This increase is consistent with the guidelines provided by the Office of Higher Education and the State Budget Office. Items contributing to the increase include cost of living adjustments, faculty promotions, steps and longevity; reinstatement of personnel reductions, adjustments to annualize January 1, 2010 classified salary increases, fringe benefit rate changes, medical premiums; audit fees, costs for employee background checks; and the contract with the Kingston Fire District.

The operating/capital expenses reflect an increase of 2.5%; however, excluding utilities, this category decreases by 0.7.

The increase in Student Aid and claims provides funding for scholarship programs intended to increase yield and retention.

Shepard Building

The unrestricted budget includes \$1.5M in operating for URI's share of the expenses related to the Shepard facility. The "state" portion, which represents 45% of the total revenue, is requested at \$1.3M, an increase of 3%. The total Shepard facility budget is requested at \$2.8M, and reflects funding to support security, maintenance, custodial and utilities. The "state" portion is reflected in the budget of the Office of Higher Education.

The change in expenses from the Allocation is the result of increased personnel costs due to fringe benefit rate changes and salary increases.

Operating costs have increased as a result of increase in the insurance premium. Capital costs have decreased to provide a balanced budget.

The fund balance from prior years will be utilized to cover budget cuts, and projects that will promote the health and safety of our students and staff.

Shepard Building Parking

A separate budget for parking is reflected in the budget of the Office of Higher Education for this item.

Table of Organization

The categories described below include the total filled and vacant authorized positions. In each category there are positions that may be exempt from the FTE Cap.

The unrestricted (exclusive of Interdepartmental Transfers) Table of Organization reflects a decrease of 1 FTE from the FY 2011 Allocation.

Ad Hoc positions are currently at 212.82 FTE, an increase of 0.04 from the FY 2011 Allocation. These are budgeted as unrestricted, shown in the Personnel Supplement and some are counted in the FTE Cap.

Self-supporting entities (Interdepartmental Transfers) show 74.61 FTE positions, a decrease of 0.15 FTE from the FY 2011 Allocation. These positions will not be displayed in the FY 2011 Personnel Supplement since they are budgeted in operating; they are, however, noted in that document. They are counted in the FTE Cap of the institution.

Seventeen (17) FTE related to the Shepard Building are reflected in the unrestricted Table of Organization and are part of the FTE Cap. Funding sources for these positions are Department of Higher Education (Shepard's line item) and URI's operating budget.

The reallocations among categories of positions are due to changes in titles/reporting relationships as reflected on the Personnel Changes/Transfer Chart. These are the result of actions taken by the Personnel Review Committee, the Board of Governors, and the State Civil Service System, the State Labor Board and/or URI management.

In accordance with the guideline letter from the Office of Higher Education, attached please find schedules relating to the Table of Organization, Tuition Rates, Tuition Revenues and Enrollment Projections and Enrollment Historical Data. An organizational chart for FY 2011 is also included.

FY 2013 Preliminary Budget Request

In accordance with the guidelines, the preliminary FY 2013 Budget Request has been completed. For the most part, the same parameters reflected in the FY 2012 Request have also been reflected in the FY 2013 Request. State Appropriation including GO Debt Service and Legislative mandated Programs are held level with FY 2012. At this time, tuition and mandatory fee rates are level with FY 2012. Holiday pay, cost of living adjustments, faculty promotions, steps, longevity and associated fringe benefits are budgeted in accordance with the latest available data. Funds for the support of the curriculum, student aid, retiree health, utilities, insurance, and Asset Protection are also included in the FY 2013 Preliminary Request.

I look forward to a full discussion with you and the Board of Governors.

Attachments

cc:	P. Alfonso	L. Barrett
	R. Beagle	R. Beaupre
	M. Curreri	D. DeHayes
	T. Dougan	S. LaPanne
	R. A. Weygand	

DATE: September 3, 2010

TO: Ray DiPasquale
Commissioner

FROM: David M. Dooley, Ph.D.
President

SUBJECT: FY 2012 Restricted Budget Request

The University of Rhode Island's FY 2012 Restricted Revenue Budget Request is estimated at \$356.3M a 5.2% or \$17.7M increase from FY 2011. Exclusive of RICAP, the request is \$335.9M, a 4% or \$12.9M increase from FY 2011.

Of the total \$17.7M increase, \$4.8M represents additional funding for external student aid, \$4.81M represents increased RICAP funding, \$8.5M is associated with sponsored research, \$4.6M is the result of increases in auxiliary and enterprise units, and there is a \$5M decrease in Federal Stabilization Funds for Fire Safety.

AUXILIARY UNITS

Rates

The Auxiliary fee increases are reflected on the rate schedule.

Revenue

The latest enrollment projections have been incorporated into the various auxiliary and enterprise units as required. Enrollment detail is included in the unrestricted budget request submission.

Expenditures

The increase in expenditures is consistent with the guidelines provided by the Office of Higher Education and the State Budget Office. Factors relating to this increase include rate changes in various fringe benefit categories, salary increases and steps and longevity.

Health Services

Health Services continues to provide comprehensive ambulatory care to the University community. The FY 2012 Request reflects a \$7.6M revenue and expenses budget. The slight change in revenue from the Allocation is due to the fee being frozen at the FY 2011 level and conservatively estimated third party payments given the unknown impact of Health Care Reform.

Personnel costs have increased approximately 2% based upon known increases in fringe benefit costs and estimated salary increases per the guidelines. Operating costs have increased approximately 4%. The use of the purchase card, MMCAP pricing for pharmaceuticals and good preventive maintenance of building and equipment have helped control operating costs.

Capital costs have been decreased, but there is continuing need to address the future of the physical plant with either replacement or major renovation.

We are fortunate to continue to be one of less than twenty-five college health services accredited by the Joint Commission and to continue with extremely high customer satisfaction. As the sponsor for the student volunteer URI Emergency Medical Service (URIEMS) the budget does include the lease of a replacement ambulance for the current 1999 vehicle which has passed its planned replacement date.

Housing and Residential Life

The FY 2012 Request reflects \$35.2M of revenue and expense. The increase in revenue from the Allocation is due to the requested increase in room rates as well as a projected increase in occupancy of two-hundred fifty-six residents. The projected increase in occupancy coincides with a projected increase in enrollment. This increase in enrollment is the result of a recalibration of the financial aid offered to incoming as well as returning undergraduate students. Total housing capacity for FY 2012 has been reduced slightly due to the demolition of the Terrace Apartments. This demolition is the first stage in the project to construct the New Hillside Residence Hall. No new FTEs have been created in the Department. The Department's personnel costs have increased from the Allocation due to fringe benefit rate changes, mandated salary adjustments and the filling of a very select number of critical need janitorial and residence hall supervisory vacancies. Operating costs have increased modestly from the Allocation due primarily to projected increases in utilities costs and planned dorm furniture replacement. The Department is requesting \$1.7M in annual capital expenses for the purpose of completing the exterior to Fayerweather and Gorham Residence Halls; replacing the domestic and sanitary plumbing in Hutchinson, Peck, Gorham and Fayerweather halls, and replacing the carpeting in Bressler and Butterfield Halls, all critical need improvements.

Relative to the FY 2011 Allocation, HRL is requesting to use \$1.8M from fund balance for capital improvements to undergraduate residences, administrative offices, vehicles and enterprise systems. The upgrades include mandatory fire and safety upgrades and quality of life upgrades to the undergraduate residences, including repair of the existing fire detection and emergency lighting systems in Fayerweather, Gorham and Adams Halls as well as the

renovation of the resident bathrooms in Fayerweather and Gorham Halls and the installation of new carpet in Fayerweather, Gorham, Barlow and Weldin Halls.

Dining Services

The FY 2012 Request reflects a revenue and expense budget of \$22.7M. This represents a \$1.8M increase from the Allocation. A modest price increase in the unlimited access resident meal plans is being requested to maintain our competitive position in our New England market. HRL has also projected a higher retention factor from resident participation from the fall to spring. In addition, a projected increase in enrollment has resulted in increased participation in the required resident meal plan participation.

The historical data of our Value Meal Program implemented throughout the Spring 2010 has been successful in generating new revenue for the Ram's Den. The increase in the cost of food at the Ram's Den has been offset by the decrease in food cost at our board operations. This promotion will continue to be supported by transfer funds from board plan revenue to Ram's Den sales. The FY2011 goal will be to increase more revenue to the Ram's Den.

Utility increases also prompted this modest increase in meal plan rate. Food prices are anticipated to increase from FY2011 with a greater inclusion of sustainable sources, which still continue to demand premium prices. More paper products will be added that are "greener" and our expenses will realize increases in this area.

All retail locations will now be able to accept VISA and Master Card transactions. Conservative increases in bank charges were estimated for each location. It is not known the exact net result this program will have when considering that increase in credit card sales may also impact our own Ram Account debit plan. Our goal is provide a means of allowing our non-traditional student, staff, and faculty to use debit and charge cards for retail transactions with a positive increase in sales.

Increase of capital expenditures are warranted in anticipation of a new housing facility that will mandate Dining Services to expand dining and service areas at Butterfield and also Memorial Union sprinkler project in which Dining Services will be charged accordingly for Ram's Den, Ram Escape, and Campus Access office installation.

Memorial Union

The FY 2012 Request reflects revenue and expense of \$4.7M. The change in revenue from the Allocation is due to increase in enrollment. The change in expenses from the Allocation is due to increased personnel costs as a result of fringe rate changes and salary increases.

In anticipation of the building at North Woods being completed in the current year, capital costs have decreased in FY 2012. A request to use \$300,000 of fund balance for the new climbing wall in the North Woods is included in the FY 2011 allocation request.

The North Woods challenge course is in the process of being designed. The Memorial Union is upgrading meeting rooms to better accommodate customers. This includes digital equipment. It is anticipated that the digital signs will be complete in FY 2011.

The Memorial Union continues to be a very active facility that is consistently utilized by students, faculty, staff and the community for meetings, events, programs and presentations.

Bookstore

The FY 2012 Request reflects revenue of \$11.394M and expense of \$11.352M. The revenue estimate is dependent upon FY 2011 first quarter actual revenue. If a decline in projected revenues occurs, a substantial cut in personnel costs will be required in most, if not all, of the bookstore departments to avoid a deficit.

The FY 2012 Request includes a Capital expenditure of \$250K to upgrade store fixtures and digital sign-making equipment. This expenditure may need to be cut if the revenues in FY 2011 decline.

The college store industry is changing. Competition with numerous on-line vendors is rapidly eroding our traditional textbook revenues. Students are finding alternative open source materials on-line at no cost to accomplish much of their course studies. The URI bookstore experienced a 10% decrease in combined revenues in FY 2010; this included a decline of \$682K in computer sales, and another \$352K in traditional college store revenues.

The Bookstore has taken steps in FY 2011 to hold revenues in course materials and focus on some new revenue streams. The Bookstore has expanded selection of eBook versions of traditional textbooks and will offer a rental option for some titles in Spring semester 2011.

Capital costs have increased as a result of a possible store renovation for both the Kingston and Providence campus bookstores. The budget request reflects a request to utilize \$500K of unrestricted net assets in FY 2011 to upgrade the Point-of-Sale System, Digital Printing equipment, and store renovations.

ENTERPRISE UNITS/SHEPARDS FACILITY

The Enterprise fee increases are reflected on the rate schedule.

W. Alton Jones Campus

The FY 2012 Request reflects revenue and expense of \$3.6M. The change in revenue from the Allocation is the result of additional bookings at the Environmental Education Center. A new telescope dome with an eight inch and ten inch telescope has been installed at the W. Alton Jones Campus which will assist in recruiting school groups and summer camp participants to the campus. Specific costs have been allocated to the unrestricted budget and should result in a balanced budget in FY 2012 and future years.

Capital costs will be funded from the 2011-12 distribution from the URI Foundation's W. Alton Jones Campus Endowment.

Although FY 2010 was a very difficult budget year, the W. Alton Jones Campus was able to accomplish a number of important projects. The draw down gate at the Whispering Pines Conference Center was replaced, allowing the water in the pond to be lowered in the event of a large rain event or hurricane. The floods of April 2010 washed away a bridge and several sections of road pavement; but, those areas have been replaced and made more storm resistant for the future. A new telescope dome was installed allowing for a joint venture between the W. Alton Jones Campus and the Physics Department. The telescopes will be used by both the students in the Physics classes as well as by the students attending programs at W. Alton Jones Campus. The Greene School, an environmentally focused high school, was funded by the Board of Regents in an off campus location and this school is hoping to obtain permission to locate on the W. Alton Jones Campus. Despite the continuing difficulties in the meetings and convention market, the conference center continues to retain market share with both meeting groups as well as with wedding groups. Likewise with the Environmental Education Center, a number of new school districts have signed up to our school field trip programs as well.

Ryan Center and Boss Arena

The FY 2012 Request reflects revenue budget of \$7.543M and expense budget of \$7.237M with a projected surplus of \$306K. The change in revenue from the Allocation is mainly due to an increase in enrollment. The change in expenses from the FY 11 Allocation is due to an increase in personnel as a result of fringe benefit rate changes and salary increases. Operating costs overall are essentially level with FY 2011. Capital costs are projected to be level with Allocation.

The anticipated surplus for the Ryan/Boss enterprise will be added to the Facility Maintenance Reserve, which supports unbudgeted emergency repairs and expenses. Ongoing major capital improvements will continue to be paid from the unrestricted net asset fund Balance as needed.

Relative to the FY 2011 Allocation, the anticipated surplus for the Ryan/Boss enterprise approximates the ticket surcharges collected that is designated to be transferred to Parking Services (as part of debt service assistance agreement) and to Facility Maintenance Reserve, which supports unbudgeted emergency repairs and expenses.

Parking Services

Parking Services was established in FY 2003 to administer the University's parking and transportation system. The FY 2012 Request reflects revenue of \$3.4M and expenses of \$3.5M.

The change in revenue from the FY11 Allocation is due to an increase in student enrollment. The change in expenses from the FY 11 Allocation is due to an increase in personnel costs as a result of the funding of three positions: one Parking Manager position and two Campus Patrol Person positions.

Operating costs have decreased as a result of one-time only purchases in FY 2011. Capital costs have increased as a result of the purchase of equipment: one new gate, blue light phones and a vehicle.

Parking Services will utilize \$119K in fund balance to cover one-time capital expenditures as indicated above.

Shepard Building

The unrestricted budget includes \$1.5M in operating for URI's share of the expenses related to the Shepard facility. The "state" portion, which represents 45% of the total revenue, is requested at \$1.3M, an increase of 3%. The total Shepard facility budget is requested at \$2.8M, and reflects funding to support security, maintenance, custodial and utilities. The "state" portion is reflected in the budget of the Office of Higher Education.

The change in expenses from the Allocation is the result of increased personnel costs due to fringe benefit rate changes and salary increases.

Operating costs have increased as a result of increase in the insurance premium. Capital costs have decreased to provide a balanced budget.

The fund balance from prior years will be utilized to cover budget cuts, and projects that will promote the health and safety of our students and staff.

SPONSORED FUNDS

Restricted Sponsored/ Department Overhead

Sponsored programs and Department Overhead are projected at \$105.7M, a \$8.5M or 8.8% increase from FY 2011. The projection of sponsored programs takes into account awards in hand or anticipated, as well as current and future proposal volume. The projected amount for FY 2012 reflects the estimated expenses, which is equal to the revenue that will be received for the year; not the awards for FY 2012. Department overhead funds are utilized for staffing and operating expenditures, and to purchase capital items.

Restricted Student Aid

Scholarships and loans are budgeted at \$130.6M, an increase of \$4.7M from FY 2011. Of the \$4.7M increase, \$5M is attributable to the Direct Loan Program, a \$500K decrease to the National Direct Loan Program, \$100K to the Foundation and small changes totaling \$100K in other programs. Over 11,000 students have applied for such aid at the current time.

In addition, it is estimated that students will also receive \$24.2M of student aid directly from external sources such as RIHEAA, municipalities and alternative private loans.

Restricted Private

A budget is projected for restricted private funds. An example of this is the NCAA providing funds that must be used for an Academic Advisor for the Athletes.

Rhode Island Capital Fund

In accordance with the 2011-2015 Capital Improvement Plan approved by the Board of Governors on August 17, 2009, RICAP funding of \$20.4M is requested. This reflects a request for \$4.8M in new funding. Of the \$20.4M, \$9.4M is reflected in the Asset Protection category and is dedicated to various projects. Other projects include \$7M for Fire Safety & Protection for academic and administrative buildings, \$1.5M for Classroom and Instructional Lab Improvements, \$1M for Woodward Hall renovations, and \$800K for Roosevelt Hall Exterior Renovations. A listing of all projects is included in the packet.

Table of Organization

The Auxiliary and Enterprise Tables of Organization reflects no additional FTE. The Sponsored Research Table of Organization reflects an increase of 1.51 FTE. The Restricted-Other Table of Organization reflects no additional FTE from FY 2011. These positions are not funded in URI's unrestricted or restricted budget, but the individuals are part of the FTE Cap. (An example is positions funded from the Feinstein Hunger Center.)

I look forward to a full discussion of the University's FY 2012 Restricted Budget Request at the next meeting of the Board of Governors.

Attachments

cc: P. Alfonso
L. Barrett
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FY 2012 Budget Request

FY 2012 Unrestricted Budget

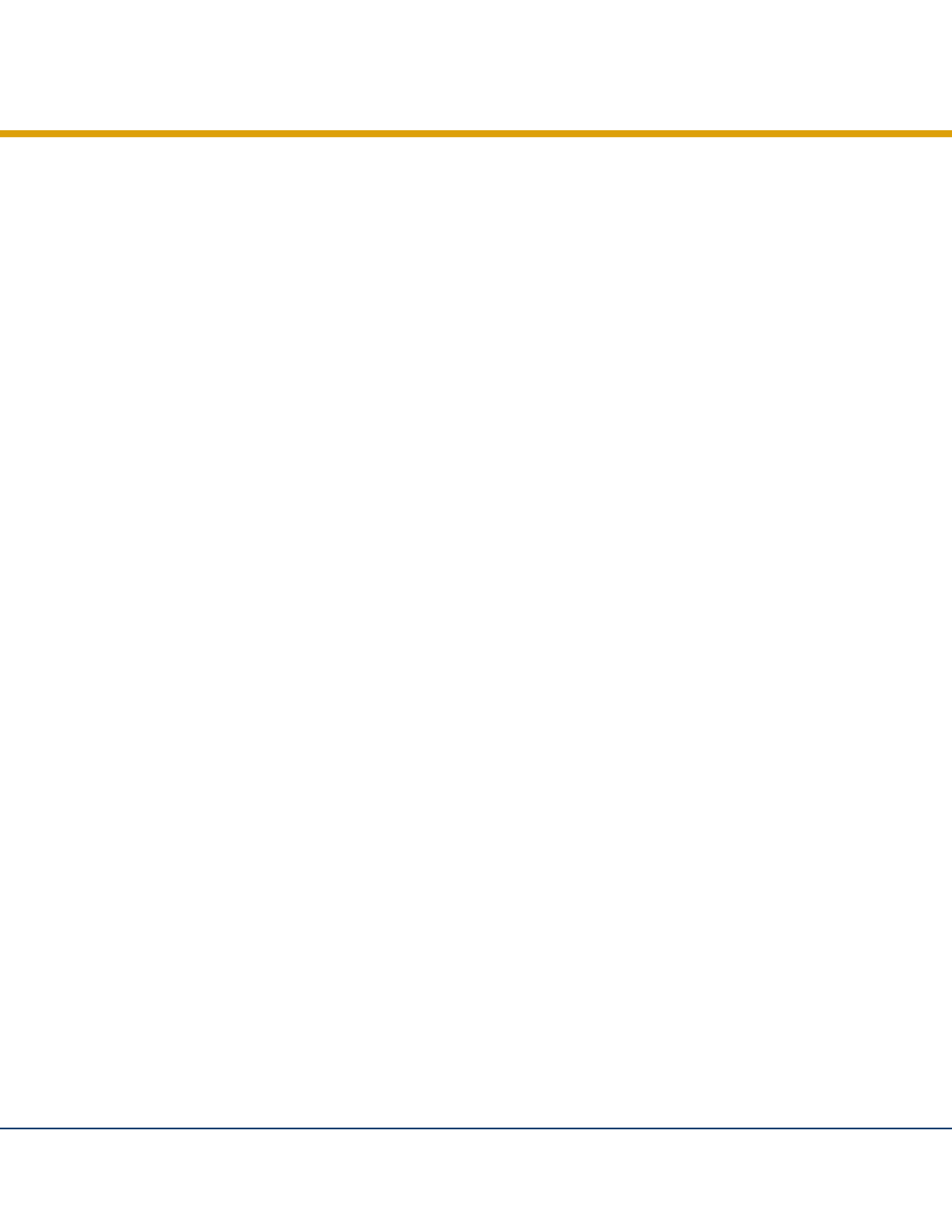
ANALYSIS OF REVENUES AND EXPENDITURES
Board of Governors FY 2012 Request
UNIVERSITY of RHODE ISLAND

SCHEDULE I

	A	B	C	D	FY2012 Request/CSL		FY2012 Request/CSL	
	FY 2009 Actual	FY 2010 Pre-Audit	FY 2011 Alloc/Enacted	FY 2012 Request/CSL	vs. FY2010 Pre-Audit (D-B)	(D/B)	vs. FY2011 Alloc/Enacted (D-C)	(D/C)
FTE ENROLLMENT								
In-State	8,127	8,500	8,623	8,648	148	1.7%	25	0.3%
Out-of-State	5,575	5,702	5,827	5,995	293	5.1%	168	2.9%
TOTAL ENROLLMENT	13,702	14,202	14,450	14,643	441	3.1%	193	1.3%
REVENUES								
Tuition and Fees	\$201,548,130	\$221,849,344	\$239,537,882	\$245,611,495	\$23,762,151	10.7%	\$6,073,613	2.5%
State Appropriation								
State Appropriation - General	\$61,898,119	\$56,489,691	\$56,249,307	\$70,868,338	\$14,378,647	25.5%	\$14,619,031	26.0%
GSO Jason Project Mandate	\$75,000	\$75,000	\$75,000	\$75,000	\$0	0.0%	\$0	0.0%
Legislative "Grants" (Mandates)	\$219,612	\$219,612	\$294,612	\$294,612	\$75,000	34.2%	\$0	0.0%
Sub-Total State Appropriation General	\$62,192,731	\$56,784,303	\$56,618,919	\$71,237,950	\$14,453,647	25.5%	\$14,619,031	25.8%
State Approp GO Debt Service *	\$12,590,080	\$14,218,741	\$15,967,304	\$15,967,304	\$1,748,563	12.3%	\$0	0.0%
Total State Appropriation	\$74,782,811	\$71,003,044	\$72,586,223	\$87,205,254	\$16,202,210	22.8%	\$14,619,031	20.1%
Emergency Charge	\$3,184,623	\$0	\$0	\$0	\$0	-	\$0	-
Miscellaneous	\$11,485,341	\$11,442,132	\$11,024,245	\$11,033,165	(\$408,967)	-3.6%	\$8,920	0.1%
Interdept	\$12,798,878	\$14,990,901	\$12,508,219	\$12,508,219	(\$2,482,682)	-16.6%	\$0	0.0%
TOTAL REVENUES	\$303,799,783	\$319,285,421	\$335,656,569	\$356,358,133	\$37,072,712	11.6%	\$20,701,564	6.2%
EXPENDITURES								
Personnel Services	\$177,525,845	\$181,437,734	\$191,035,741	\$199,913,224	\$18,475,490	10.2%	\$8,877,483	4.6%
Operating Expenditures								
O/S Travel	\$385,460	\$506,963	\$503,707	\$503,707	(\$3,256)	-0.6%	\$0	0.0%
Repairs	\$1,389,555	\$2,009,901	\$1,558,476	\$1,559,826	(\$450,075)	-22.4%	\$1,350	0.1%
Utilities	\$9,406,777	\$8,727,117	\$10,418,558	\$11,649,444	\$2,922,327	33.5%	\$1,230,886	11.8%
Other Operating								
Interdepart Transfers	\$12,798,878	\$14,990,901	\$12,508,219	\$12,508,219	(\$2,482,682)	-16.6%	\$0	0.0%
Rentals	\$1,068,807	\$1,416,636	\$1,508,388	\$1,560,003	\$143,367	10.1%	\$51,615	3.4%
Supl/Operating Exp	\$16,962,917	\$18,943,399	\$16,103,181	\$16,687,380	(\$2,256,019)	-11.9%	\$584,199	3.6%
Miscellaneous	\$15,090,848	\$12,946,214	\$11,095,208	\$10,599,851	(\$2,346,363)	-18.1%	(\$495,357)	-4.5%
Subtotal Operating	\$57,103,242	\$59,541,131	\$53,695,737	\$55,068,430	(\$4,472,701)	-7.5%	\$1,372,693	2.6%
Student Aid & Claims	\$52,625,534	\$59,370,031	\$70,720,375	\$81,235,343	\$21,865,312	36.8%	\$10,514,968	14.9%
Capital Outlays	\$1,850,904	\$1,926,727	\$1,206,210	\$881,210	(\$1,045,517)	-54.3%	(\$325,000)	-26.9%
Debt Service - RIHEBC	\$2,104,178	\$2,791,057	\$3,031,202	\$3,292,622	\$501,565	18.0%	\$261,420	8.6%
Debt Service - GO **	\$12,590,080	\$14,218,741	\$15,967,304	\$15,967,304	\$1,748,563	12.3%	\$0	0.0%
TOTAL EXPENDITURES	\$303,799,783	\$319,285,421	\$335,656,569	\$356,358,133	\$37,072,712	11.6%	\$20,701,564	6.2%
Excess/(Deficiency)	\$0	\$0	\$0	\$0	\$0	-	\$0	-

* Per State Budget Office; GO Debt reflected in URI's budget however actual expense is in DOA.

** A portion of the GO Debt Service number is related to the HRL dorm renovation project.



FY 2012 Restricted Budget

Restricted Budget Analysis
Board of Governors FY 2012 Request
UNIVERSITY of RHODE ISLAND

SCHEDULE II

	A	B	C	D					
	FY 2009 Actual	FY 2010 Pre-Audit	FY 2011 Alloc/Enacted	FY 2012 Request/CSL	FY2012 Request/CSL vs. FY2010 Pre-Audit (D-B) (D/B)		FY2012 Request/CSL vs. FY2011 Alloc/Enacted (D-C) (D/C)		
REVENUES									
Auxiliary									
Housing & Residential Life	\$29,852,894	\$31,317,037	\$33,062,262	\$35,214,334	\$3,897,297	12.4%	\$2,152,072	6.5%	
Bookstore	\$11,027,750	\$9,994,166	\$11,389,100	\$11,394,300	\$1,400,134	14.0%	\$5,200	0.0%	
Dining Services	\$21,115,976	\$21,393,710	\$20,761,740	\$22,748,423	\$1,354,714	6.3%	\$1,986,683	9.6%	
Memorial Union	\$4,314,079	\$4,601,097	\$4,652,089	\$4,743,311	\$142,214	3.1%	\$91,222	2.0%	
Health Services	\$6,908,546	\$7,302,983	\$7,520,080	\$7,615,400	\$312,417	4.3%	\$95,320	1.3%	
Sub-Total Auxiliary	\$73,219,246	\$74,608,993	\$77,385,271	\$81,715,768	\$7,106,775	9.5%	\$4,330,497	5.6%	
Enterprise									
W. Alton Jones	\$3,298,730	\$3,346,314	\$3,595,000	\$3,642,500	\$296,186	8.9%	\$47,500	1.3%	
Parking Services	\$2,344,450	\$3,094,686	\$3,381,955	\$3,413,352	\$318,666	10.3%	\$31,397	0.9%	
Ryan Center and Boss Arena	\$5,105,445	\$5,467,541	\$7,367,249	\$7,543,354	\$2,075,813	38.0%	\$176,105	2.4%	
Sub-Total Enterprise	\$10,748,626	\$11,908,540	\$14,344,204	\$14,599,206	\$2,690,666	22.6%	\$255,002	1.8%	
Sponsored Projects - Federal	\$61,998,969	\$70,791,561	\$70,441,114	\$73,442,527	\$2,650,966	3.7%	\$3,001,413	4.3%	
Sponsored Projects - State	\$8,129,814	\$10,534,784	\$11,626,100	\$17,000,000	\$6,465,216	61.4%	\$5,373,900	46.2%	
Department Overhead	\$11,446,076	\$12,952,154	\$15,105,761	\$15,288,434	\$2,336,280	18.0%	\$182,673	1.2%	
Scholarships and Fellowships	\$91,342,889	\$122,327,231	\$125,801,635	\$130,565,161	\$8,237,930	6.7%	\$4,763,526	3.8%	
RI Capital Funds	\$6,882,473	\$4,730,741	\$15,596,480	\$20,392,933	\$15,662,192	331.1%	\$4,796,453	30.8%	
Restricted Private	\$2,987,933	\$3,581,282	\$3,290,366	\$3,290,366	(\$290,916)	-8.1%	\$0	0.0%	
Federal Stabilization Funds - Fire Safety	\$0	\$0	\$5,036,744	\$0	\$0	-	(\$5,036,744)	-100.0%	
TOTAL Revenues	\$266,756,026	\$311,435,287	\$338,627,675	\$356,294,395	\$44,859,108	14.4%	\$17,666,720	5.2%	
EXPENDITURES									
Auxiliary									
Housing & Residential Life	\$28,076,129	\$28,161,779	\$34,862,262	\$35,214,334	\$7,052,555	25.0%	\$352,072	1.0%	
Bookstore	\$10,634,049	\$9,619,503	\$11,488,237	\$11,351,894	\$1,732,391	18.0%	(\$136,343)	-1.2%	
Dining Services	\$19,360,661	\$18,802,952	\$20,761,740	\$22,748,423	\$3,945,471	21.0%	\$1,986,683	9.6%	
Memorial Union	\$4,260,005	\$4,240,564	\$4,952,089	\$4,743,311	\$502,747	11.9%	(\$208,778)	-4.2%	
Health Services	\$6,148,491	\$6,084,590	\$7,520,080	\$7,615,400	\$1,530,810	25.2%	\$95,320	1.3%	
Sub-Total Auxiliary	\$68,479,336	\$66,909,389	\$79,584,408	\$81,673,362	\$14,763,973	22.1%	\$2,088,954	2.6%	
Enterprise									
W. Alton Jones	\$3,911,824	\$4,093,224	\$3,595,000	\$3,642,500	(\$450,724)	-11.0%	\$47,500	1.3%	
Parking Services	\$2,542,273	\$2,334,077	\$3,381,955	\$3,532,282	\$1,198,205	51.3%	\$150,327	4.4%	
Ryan Center and Boss Arena	\$6,088,605	\$6,293,160	\$7,149,552	\$7,237,102	\$943,942	15.0%	\$87,550	1.2%	
Sub-Total Enterprise	\$12,542,702	\$12,720,462	\$14,126,507	\$14,411,884	\$1,691,422	13.3%	\$285,377	2.0%	
Sponsored Projects - Federal	\$61,998,969	\$70,791,561	\$70,441,114	\$73,442,527	\$2,650,966	3.7%	\$3,001,413	4.3%	
Sponsored Projects - State	\$8,129,814	\$10,534,784	\$11,626,100	\$17,000,000	\$6,465,216	61.4%	\$5,373,900	46.2%	
Department Overhead	\$10,556,763	\$9,981,063	\$15,105,761	\$15,288,434	\$5,307,371	53.2%	\$182,673	1.2%	
Scholarships and Fellowships	\$91,342,889	\$122,327,231	\$125,801,635	\$130,565,161	\$8,237,930	6.7%	\$4,763,526	3.8%	
RI Capital Funds	\$6,882,473	\$4,730,741	\$15,596,480	\$20,392,933	\$15,662,192	331.1%	\$4,796,453	30.8%	
Restricted Private	\$3,095,725	\$3,396,041	\$3,290,366	\$3,290,366	(\$105,675)	-3.1%	\$0	0.0%	
Federal Stabilization Funds - Fire Safety ⁽¹⁾	\$0	\$0	\$5,036,744	\$0	\$0	-	(\$5,036,744)	-100.0%	
TOTAL Expenditures	\$263,028,671	\$301,391,272	\$340,609,115	\$356,064,667	\$54,673,395	18.1%	\$15,455,552	4.5%	
EXCESS/(DEFICIENCY)									
Auxiliary									
Housing & Residential Life	\$1,776,765	\$3,155,258	(\$1,800,000)	\$0	(\$3,155,258)	-100.0%	\$1,800,000	-100.0%	
Bookstore	\$393,701	\$374,663	(\$99,137)	\$42,406	(\$332,257)	-88.7%	\$141,543	-142.8%	
Dining Services	\$1,755,315	\$2,590,758	\$0	\$0	(\$2,590,758)	-100.0%	\$0	-	
Memorial Union	\$54,073	\$360,533	(\$300,000)	\$0	(\$360,533)	-100.0%	\$300,000	-100.0%	
Health Services	\$760,055	\$1,218,393	\$0	\$0	(\$1,218,393)	-100.0%	\$0	-	
Sub-Total Auxiliary	\$4,739,910	\$7,699,604	(\$2,199,137)	\$42,406	(\$7,657,198)	-99.4%	\$2,241,543	-101.9%	
Enterprise									
W. Alton Jones	(\$613,094)	(\$746,911)	\$0	\$0	\$746,911	-100.0%	\$0	-	
Parking Services	(\$197,823)	\$760,608	\$0	(\$118,930)	(\$879,538)	-115.6%	(\$118,930)	-	
Ryan Center and Boss Arena	(\$983,159)	(\$825,619)	\$217,697	\$306,252	\$1,131,871	-137.1%	\$88,555	40.7%	
Sub-Total Enterprise	(\$1,794,076)	(\$811,922)	\$217,697	\$187,322	\$999,244	-123.1%	(\$30,375)	-14.0%	
Sponsored Projects - Federal	\$0	\$0	\$0	\$0	\$0	-	\$0	-	
Sponsored Projects - State	\$0	\$0	\$0	\$0	\$0	-	\$0	-	
Department Overhead	\$889,313	\$2,971,091	\$0	\$0	(\$2,971,091)	-100.0%	\$0	-	
Scholarships and Fellowships	\$0	\$0	\$0	\$0	\$0	-	\$0	-	
RI Capital Funds	\$0	\$0	\$0	\$0	\$0	-	\$0	-	
Restricted Private	(\$107,792)	\$185,241	\$0	\$0	(\$185,241)	-100.0%	\$0	-	
Federal Stabilization Funds - Fire Safety	\$0	\$0	\$0	\$0	\$0	-	\$0	-	
TOTAL Excess/(Deficiency)	\$3,727,355	\$10,044,015	(\$1,981,440)	\$229,728	(\$9,814,287)	-97.7%	\$2,211,168	-111.6%	

⁽¹⁾ FY 10 Preaudit actual of \$821K is reflected under Sponsored Federal along with ARRA funds. FY 11 excludes anticipated carryforward of \$6.3M.

RI Capital Fund Analysis
Board of Governors FY 2012 Request
UNIVERSITY of RHODE ISLAND

	A	B	C	D	FY2012 Request/CSL vs. FY2010 Pre-Audit		FY2012 Request/CSL vs. FY2011 Alloc/Enacted	
	FY 2009 Actual	FY 2010 Pre-Audit	FY 2011 Alloc/Enacted	FY 2012 Request/CSL	(D-B)	(D/B)	(D-C)	(D/C)
Asset Protection	\$4,315,185	\$4,444,640	\$5,327,980	\$9,430,638	\$4,985,998	112.2%	\$4,102,658	77.0%
West Kingston Superfund Site Remediation	\$768,490	\$46,911			(\$46,911)	-100.0%	\$0	-
Lippitt Hall Rehabilitation	\$1,798,798				\$0	-	\$0	-
Fire Safety & Protection - Academic and Administrative				\$7,030,797	\$7,030,797	-	\$7,030,797	-
East and Washburn Exterior Renovations - Phase II				\$39,521	\$39,521	-	\$39,521	-
Roosevelt Hall Exterior Renovations				\$823,653	\$823,653	-	\$823,653	-
New Chemistry Building		\$232,690	\$4,500,000		(\$232,690)	-100.0%	(\$4,500,000)	-100.0%
New Nursing & Assoc. Health Bldg.		\$6,500	\$168,500		(\$6,500)	-100.0%	(\$168,500)	-100.0%
Fine Arts Center Renovation - Advanced Planning				\$400,000	\$400,000	-	\$400,000	-
Center for Biotechnology & Life Sciences			\$5,600,000		\$0	-	(\$5,600,000)	-100.0%
Classroom and Instructional Lab Improvements				\$1,500,000	\$1,500,000	-	\$1,500,000	-
Public Safety Building				\$207,148	\$207,148	-	\$207,148	-
Woodward Hall Renovation - Nutrition and Food Sci.				\$961,176	\$961,176	-	\$961,176	-
TOTAL RI Capital Fund	\$6,882,473	\$4,730,741	\$15,596,480	\$20,392,933	\$15,662,192	331.1%	\$4,796,453	30.8%

BOOKSTORE ANALYSIS
FY 2012 Request
UNIVERSITY of RHODE ISLAND

	A			B			C			D	
	FY 2012 Request/CSL	% of Revenue	(A/B) % Incr	FY 2011 Alloc/Enacted	% of Revenue	(B/C) % Incr	FY 2010 Pre-Audit	% of Revenue	(C/D) % Incr	FY 2009 Actual	% of Revenue
REVENUES											
Sales Revenue	\$10,894,600	95.6%	0.0%	\$10,889,600	95.6%	13.2%	\$9,622,094	96.3%	-9.4%	\$10,624,611	96.3%
Copy Center	\$90,000	0.8%	0.0%	\$90,000	0.8%	27.8%	\$70,438	0.7%	-22.0%	\$90,329	0.8%
Other/Misc Income	\$400,000	3.5%	0.0%	\$400,000	3.5%	37.5%	\$290,905	2.9%	3.5%	\$280,957	2.5%
Interest Income	\$9,700	0.1%	2.1%	\$9,500	0.1%	-11.5%	\$10,729	0.1%	-66.3%	\$31,853	0.3%
TOTAL Revenue	\$11,394,300	100.0%	0.0%	\$11,389,100	100.0%	14.0%	\$9,994,166	100.0%	-9.4%	\$11,027,750	100.0%
EXPENDITURES											
Personnel Services	\$1,840,188	16.2%	-2.8%	\$1,893,994	16.6%	15.4%	\$1,641,755	16.4%	-0.6%	\$1,651,400	15.0%
Operating Expenses:											
O/S Travel	\$5,100	0.0%	0.0%	\$5,100	0.0%	-	\$0	0.0%	-100.0%	\$87	0.0%
Repairs	\$0	0.0%	-	\$0	0.0%	-	\$0	0.0%	-	\$0	0.0%
Utilities	\$68,607	0.6%	4.6%	\$65,618	0.6%	29.5%	\$50,681	0.5%	0.0%	\$50,701	0.5%
Other											
Rentals	\$243,800	2.1%	0.0%	\$243,800	2.1%	35.0%	\$180,641	1.8%	-0.8%	\$182,018	1.7%
Supl/Operating Exp	\$768,300	6.7%	2.1%	\$752,700	6.6%	55.9%	\$482,696	4.8%	2.9%	\$469,172	4.3%
Miscellaneous	\$33,500	0.3%	-15.0%	\$39,391	0.3%	-4923.2%	(\$817)	0.0%	-103.3%	\$24,482	0.2%
Total Operating	\$1,119,307	9.8%	1.1%	\$1,106,609	9.7%	55.2%	\$713,201	7.1%	-1.8%	\$726,461	6.6%
Cost of Goods Sold	\$8,218,532	72.1%	0.0%	\$8,222,032	72.2%	16.2%	\$7,074,856	70.8%	-9.6%	\$7,825,814	71.0%
[As a % of Sales]*	\$8,218,532	75.4%	0.0%	\$8,222,032	75.5%	16.2%	\$7,074,856	73.5%	-9.6%	\$7,825,814	73.7%
Indirect Cost	\$173,867	1.5%	5.0%	\$165,602	1.5%	-8.5%	\$180,900	1.8%	14.9%	\$157,374	1.4%
Capital	\$0	0.0%	-100.0%	\$100,000	0.9%	1037.4%	\$8,792	0.1%	-	\$0	0.0%
Student Aid	\$0	0.0%	-	\$0	0.0%	-	\$0	0.0%	-100.0%	\$273,000	2.5%
TOTAL Expenditures	\$11,351,894	99.6%	-1.2%	\$11,488,237	100.9%	19.4%	\$9,619,503	96.3%	-9.5%	\$10,634,049	96.4%
Excess/(Deficiency)	\$42,406	0.4%	-142.8%	(\$99,137)	-0.9%	-126.5%	\$374,663	3.7%	-4.8%	\$393,701	3.6%

* Amounts shown reflect sums budgeted in personnel, operating and capital lines, as appropriate, for these activities.

Division of Human Resources
Office of Personnel Administration

page 2

REQUEST FOR CONSULTANT SERVICES
or

TEMPORARY EMPLOYMENT SERVICES THROUGH PRIVATE AGENCY

MPA # Selected (if appropriate): _____

Recommended Vendor: Flagship Staffing Services (Kingston store)
RI Temps (Providence store)

Factors used in choosing non-state employee /skills required

Cashier duties are sporadic, only required during Bookstore rush at the beginning of the Fall and Spring semesters for a very limited time

(Please attach additional forms to this document if required.)

Signature APPOINTING AUTHORITY
(DIRECTOR)

DATE

APPROVED DENIED

Signature PERSONNEL ADMINISTRATOR

DATE

APPROVED DENIED

Signature BUDGET OFFICER

DATE

APPROVED DENIED

Signature DIRECTOR OF ADMINISTRATION

DATE

REASON FOR DENIAL (if applicable):

DINING SERVICES ANALYSIS
FY 2012 Request
UNIVERSITY of RHODE ISLAND

	A			B			C			D	
	FY 2012 Request/CSL	% of Revenue	(A/B) % Incr	FY 2011 Alloc/Enacted	% of Revenue	(B/C) % Incr	FY 2010 Pre-Audit	% of Revenue	(C/D) % Incr	FY 2009 Actual	% of Revenue
RATES											
Campus Dining-Premiere Plan	\$4,798		3.0%	\$4,660		2.4%	\$4,550		5.6%	\$4,310	
Campus Dining- Plus Plan	\$4,398		3.2%	\$4,260		3.1%	\$4,130		5.6%	\$3,910	
Campus Dining - Standard Plan	\$3,998		3.6%	\$3,860		4.0%	\$3,710		5.7%	\$3,510	
Flex 72 Meal Plan (was Any 64 Meals)	\$875		2.9%	\$850		3.5%	\$821		4.6%	\$785	
Flex 36 Meal Plan (was Any 32 Meals)	\$465		3.3%	\$450		3.7%	\$434		4.6%	\$415	
Flex 18 Meal Plan (was Any 16 Meals)	\$245		2.1%	\$240		5.3%	\$228		4.6%	\$218	
REVENUE											
Net Sales	\$22,674,363	99.7%	9.6%	\$20,686,580	99.6%	-2.9%	\$21,311,663	99.6%	1.5%	\$20,993,834	99.4%
Interest Income	\$23,900	0.1%	-4.4%	\$25,000	0.1%	-21.6%	\$31,886	0.1%	-55.7%	\$71,983	0.3%
Rental Income	\$50,160	0.2%	0.0%	\$50,160	0.2%	0.0%	\$50,160	0.2%	0.0%	\$50,160	0.2%
Other Income	\$0	0.0%	-	\$0	0.0%	-	\$0	0.0%	-	\$0	0.0%
TOTAL Revenue	\$22,748,423	100.0%	9.6%	\$20,761,740	100.0%	-3.0%	\$21,393,710	100.0%	1.3%	\$21,115,976	100.0%
EXPENDITURES											
Personnel Services	\$11,245,662	49.4%	5.6%	\$10,650,874	51.3%	7.2%	\$9,934,579	46.4%	-4.1%	\$10,361,224	49.1%
Operating Expenses:											
O/S Travel	\$10,305	0.0%	3.1%	\$10,000	0.0%	56.8%	\$6,377	0.0%	-10.3%	\$7,113	0.0%
Repairs	\$391,175	1.7%	7.7%	\$363,145	1.7%	-13.9%	\$421,901	2.0%	31.5%	\$320,782	1.5%
Utilities	\$758,208	3.3%	4.9%	\$722,533	3.5%	27.8%	\$565,289	2.6%	-17.2%	\$682,994	3.2%
Other											
Rentals	\$99,000	0.4%	16.6%	\$84,900	0.4%	-11.2%	\$95,592	0.4%	-7.8%	\$103,670	0.5%
Supl/Operating Exp	\$913,349	4.0%	-1.0%	\$922,154	4.4%	39.9%	\$659,067	3.1%	-30.3%	\$945,613	4.5%
Miscellaneous	\$200,577	0.9%	-30.4%	\$287,983	1.4%	13.5%	\$253,709	1.2%	151.0%	\$101,063	0.5%
Total Operating	\$2,372,614	10.4%	-0.8%	\$2,390,715	11.5%	19.4%	\$2,001,935	9.4%	-7.4%	\$2,161,235	10.2%
Cost of Sales	\$5,013,500	22.0%	2.2%	\$4,903,187	23.6%	2.0%	\$4,806,746	22.5%	-1.1%	\$4,861,136	23.0%
[As % of Net Sales]*	\$5,013,500	22.1%	2.2%	\$4,903,187	23.7%	2.0%	\$4,806,746	22.6%	-1.1%	\$4,861,136	23.2%
Indirect Cost	\$772,639	3.4%	-0.4%	\$775,894	3.7%	-6.9%	\$833,009	3.9%	0.3%	\$830,810	3.9%
Capital	\$2,200,000	9.7%	144.4%	\$900,000	4.3%	862.7%	\$93,484	0.4%	-60.0%	\$233,621	1.1%
Student Aid	\$0	0.0%	-	\$0	0.0%	-	\$0	0.0%	-100.0%	\$67,118	0.3%
Debt Service	\$1,144,008	5.0%	0.3%	\$1,141,070	5.5%	0.7%	\$1,133,199	5.3%	34.0%	\$845,518	4.0%
TOTAL Expenditures	\$22,748,423	100.0%	9.6%	\$20,761,740	100.0%	10.4%	\$18,802,952	87.9%	-2.9%	\$19,360,661	91.7%
Surplus/(Reserve Use)	\$0	0.0%	-	\$0	0.0%	-100.0%	\$2,590,758	12.1%	47.6%	\$1,755,315	8.3%

* Amounts shown reflect sums budgeted in personnel, operating and capital lines, as appropriate, for these activities.

HEALTH SERVICES ANALYSIS
FY 2012 Request
UNIVERSITY of RHODE ISLAND

	A			B			C			D	
	FY 2012 Request/CSL	% of Revenue	(A/B) % Incr	FY 2011 Alloc/Enacted	% of Revenue	(B/C) % Incr	FY 2010 Pre-Audit	% of Revenue	(C/D) % Incr	FY 2009 Actual	% of Revenue
RATES											
Health Service Fee	\$480		0.0%	\$480		4.3%	\$460		3.6%	\$444	
REVENUE											
Student Fees	\$6,184,800	81.2%	1.4%	\$6,097,680	81.1%	4.8%	\$5,816,507	79.6%	7.6%	\$5,404,757	78.2%
Other Income	\$61,100	0.8%	-14.4%	\$71,400	0.9%	4.8%	\$68,113	0.9%	7.9%	\$63,102	0.9%
3rd Party Reimburse	\$1,355,000	17.8%	1.7%	\$1,333,000	17.7%	-4.6%	\$1,397,138	19.1%	0.4%	\$1,391,265	20.1%
Interest Income	\$14,500	0.2%	-19.4%	\$18,000	0.2%	-15.2%	\$21,226	0.3%	-57.1%	\$49,422	0.7%
TOTAL Revenue	\$7,615,400	100.0%	1.3%	\$7,520,080	100.0%	3.0%	\$7,302,983	100.0%	5.7%	\$6,908,546	100.0%
EXPENDITURES											
Personnel Services	\$5,394,687	70.8%	2.6%	\$5,258,541	69.9%	11.2%	\$4,730,633	64.8%	-0.4%	\$4,747,538	68.7%
Operating Expenses:											
O/S Travel	\$31,250	0.4%	1.8%	\$30,700	0.4%	164.8%	\$11,595	0.2%	-32.8%	\$17,260	0.2%
Repairs	\$80,000	1.1%	-5.5%	\$84,700	1.1%	78.7%	\$47,394	0.6%	-51.7%	\$98,037	1.4%
Utilities	\$23,365	0.3%	-2.0%	\$23,846	0.3%	79.7%	\$13,271	0.2%	-76.1%	\$55,519	0.8%
Other											
Rentals	\$1,800	0.0%	0.0%	\$1,800	0.0%	374.6%	\$379	0.0%	51.4%	\$250	0.0%
Supl/Operating Exp	\$1,091,713	14.3%	1.4%	\$1,076,782	14.3%	26.8%	\$849,285	11.6%	22.3%	\$694,532	10.1%
Miscellaneous	\$149,011	2.0%	47.5%	\$101,000	1.3%	-285.8%	(\$54,370)	-0.7%	52.7%	(\$35,612)	-0.5%
Total Operating	\$1,377,139	18.1%	4.4%	\$1,318,828	17.5%	52.0%	\$867,555	11.9%	4.5%	\$829,986	12.0%
Indirect Cost	\$326,355	4.3%	-7.6%	\$353,014	4.7%	3.8%	\$340,243	4.7%	4.1%	\$326,816	4.7%
Capital	\$366,920	4.8%	-16.6%	\$440,000	5.9%	12326%	\$3,541	0.0%	-92.9%	\$49,746	0.7%
Student Aid	\$0	0.0%	-	\$0	0.0%	-	\$0	0.0%	-100.0%	\$65,000	0.9%
Debt Service	\$150,299	2.0%	0.4%	\$149,697	2.0%	5.0%	\$142,619	2.0%	10.2%	\$129,405	1.9%
TOTAL Expenditures	\$7,615,400	100.0%	1.3%	\$7,520,080	100.0%	23.6%	\$6,084,590	83.3%	-1.0%	\$6,148,491	89.0%
Surplus/(Reserve Use)	\$0	0.0%	-	\$0	0.0%	-100.0%	\$1,218,393	16.7%	60.3%	\$760,055	11.0%

HRL ANALYSIS
FY 2012 Request
UNIVERSITY of RHODE ISLAND

	A			B			C			D	
	FY 2012 Request/CSL	% of Revenue	(A/B) % Incr	FY 2011 Alloc/Enacted	% of Revenue	(B/C) % Incr	FY 2010 Pre-Audit	% of Revenue	(C/D) % Incr	FY 2009 Actual	% of Revenue
RATES											
Group A Sgl	\$6,534		3.7%	\$6,298		6.0%	\$5,942		6.0%	\$5,607	
Group B Single	\$7,136		3.8%	\$6,878		6.0%	\$6,490		6.0%	\$6,123	
Group A Dbl/Tpl	\$6,196		3.8%	\$5,972		6.0%	\$5,634		6.0%	\$5,317	
Group B Dbl/Tpl	\$6,798		3.8%	\$6,552		6.0%	\$6,182		6.0%	\$5,832	
Group A Dbl (sgl opt)	\$8,338		3.8%	\$8,036		6.0%	\$7,582		6.0%	\$7,153	
Group B Dbl (sgl opt)	\$9,128		3.8%	\$8,798		6.0%	\$8,300		6.0%	\$7,831	
Terrace Studio Dbl	\$0		-100.0%	\$6,616		6.0%	\$6,242		6.0%	\$5,889	
Terrace Studio Sgl	\$0		-100.0%	\$8,824		6.0%	\$8,326		6.0%	\$7,855	
Terrace-1 Bed Dbl	\$0		-100.0%	\$6,934		6.0%	\$6,542		6.0%	\$6,173	
Terrace-1 Bed Triple	\$0		-100.0%	\$5,852		6.0%	\$5,522		6.0%	\$5,211	
Group A Dbl Sold as Tpl	\$5,266		3.7%	\$5,076		6.9%	\$4,750		6.0%	\$4,482	
Group B Dbl Sold as Tpl	\$5,776		3.7%	\$5,568		6.7%	\$5,218		6.0%	\$4,923	
Gateway Large Double - <= FY10			-			-100.0%	\$3,091		217.7%	\$973	
Gateway Small Double - <= FY10			-			-100.0%	\$3,557		234.3%	\$1,064	
Gateway Small Single - <= FY10			-			-100.0%	\$3,557		207.2%	\$1,158	
Gateway Large Double - FY11 =>	\$6,864		3.7%	\$6,616		-			-		
Gateway Small Double - FY11 =>	\$6,798		3.8%	\$6,552		-			-		
Gateway Small Single - FY11 =>	\$7,136		3.8%	\$6,878		-			-		
Univ. Village - 1st Floor-2 Bed	\$852		3.6%	\$822		0.0%	\$822		5.9%	\$776	
Univ. Village - 2nd/3rd Floor-2 Bed	\$900		3.7%	\$868		0.0%	\$868		5.9%	\$820	
Univ. Village - 1st Floor-3 Bed	\$952		3.7%	\$918		0.0%	\$918		5.9%	\$867	
Univ. Village - 2nd/3rd Floor-3 Bed	\$984		3.8%	\$948		0.0%	\$948		5.9%	\$895	
Garrahy & Wiley Halls - 4 Single	\$8,702		3.7%	\$8,388		6.0%	\$7,914		6.0%	\$7,467	
Garrahy & Wiley Halls - 5 Single	\$8,576		3.8%	\$8,266		6.0%	\$7,798		6.0%	\$7,356	
Garrahy & Wiley Halls - 10 Single	\$8,114		3.8%	\$7,820		6.0%	\$7,378		6.0%	\$6,960	
Eddy Hall - 5 bed	\$8,304		3.7%	\$8,004		6.0%	\$7,552		6.0%	\$7,125	
Eddy Hall - 10 bed	\$8,114		3.8%	\$7,820		6.0%	\$7,378		6.0%	\$6,960	
Eddy Hall - 2 dbl	\$7,822		3.7%	\$7,540		6.0%	\$7,114		6.0%	\$6,712	
Diversity Theme Apts - Single	\$6,798		3.2%	\$6,588		6.0%	\$6,216		6.0%	\$5,864	
Diversity Theme Apts - Double	\$6,836		4.3%	\$6,552		6.0%	\$6,182		16.3%	\$5,317	
Diversity Theme Apts - Meal Plan	\$4,146		3.8%	\$3,996		6.0%	\$3,770		0.0%	\$3,770	
RA Rate (All)	\$6,836		3.8%	\$6,588		6.0%	\$6,216		6.0%	\$5,864	
REVENUE											
Dormitories	\$32,819,094	93.2%	6.9%	\$30,708,887	92.9%	5.8%	\$29,039,090	92.7%	5.0%	\$27,645,307	92.6%
Apartments	\$1,255,565	3.6%	3.9%	\$1,208,900	3.7%	34.2%	\$901,046	2.9%	-7.5%	\$974,401	3.3%
Summer Operation	\$925,000	2.6%	0.0%	\$925,000	2.8%	-16.1%	\$1,103,010	3.5%	30.9%	\$842,760	2.8%
Rental Income	\$0	0.0%	-	\$0	0.0%	-	\$0	0.0%	-	\$0	0.0%
Interest Income	\$43,200	0.1%	-10.0%	\$48,000	0.1%	-14.4%	\$56,105	0.2%	-66.2%	\$166,025	0.6%
Wash/Dry Concession	\$144,475	0.4%	0.0%	\$144,475	0.4%	-29.5%	\$205,066	0.7%	-2.8%	\$210,955	0.7%
Other/Damage Income	\$27,000	0.1%	0.0%	\$27,000	0.1%	112.3%	\$12,720	0.0%	-5.4%	\$13,447	0.0%
TOTAL Revenue	\$35,214,334	100.0%	6.5%	\$33,062,262	100.0%	5.6%	\$31,317,037	100.0%	4.9%	\$29,852,894	100.0%
EXPENDITURES											
Personnel Services	\$12,433,999	35.3%	6.4%	\$11,690,605	35.4%	14.3%	\$10,225,184	32.7%	-2.5%	\$10,489,221	35.1%
Operating Expenses:											
O/S Travel	\$4,000	0.0%	0.0%	\$4,000	0.0%	49.8%	\$2,669	0.0%	13.2%	\$2,358	0.0%
Repairs	\$899,505	2.6%	0.0%	\$899,505	2.7%	7.0%	\$840,805	2.7%	33.5%	\$629,768	2.1%
Utilities	\$5,284,276	15.0%	4.5%	\$5,057,804	15.3%	31.8%	\$3,837,408	12.3%	-14.3%	\$4,477,928	15.0%
Other											
Rentals	\$59,485	0.2%	0.0%	\$59,485	0.2%	55.2%	\$38,332	0.1%	76.2%	\$21,752	0.1%
Supl/Operating Exp	\$2,565,267	7.3%	5.0%	\$2,443,952	7.4%	76.1%	\$1,387,999	4.4%	-6.7%	\$1,486,935	5.0%
Miscellaneous	\$676,831	1.9%	-9.4%	\$747,359	2.3%	56.5%	\$477,565	1.5%	56.3%	\$305,446	1.0%
Total Operating	\$9,489,364	26.9%	3.0%	\$9,212,105	27.9%	39.9%	\$6,584,778	21.0%	-4.9%	\$6,924,188	23.2%
Indirect Cost	\$2,706,074	7.7%	8.6%	\$2,490,903	7.5%	-2.9%	\$2,565,344	8.2%	7.2%	\$2,392,172	8.0%
Capital	\$1,738,280	4.9%	-34.3%	\$2,645,001	8.0%	417.3%	\$511,316	1.6%	-37.5%	\$817,504	2.7%
Student Aid	\$384,078	1.1%	9.4%	\$351,132	1.1%	43.7%	\$244,266	0.8%	-17.0%	\$294,250	1.0%
Debt Service	\$8,462,539	24.0%	-0.1%	\$8,472,516	25.6%	5.5%	\$8,030,891	25.6%	12.2%	\$7,158,793	24.0%
TOTAL Expenditures	\$35,214,334	100.0%	1.0%	\$34,862,262	105.4%	23.8%	\$28,161,779	89.9%	0.3%	\$28,076,129	94.0%
Excess/(Deficiency)	\$0	0.0%	-100.0%	(\$1,800,000)	-5.4%	-157.0%	\$3,155,258	10.1%	77.6%	\$1,776,765	6.0%

MEMORIAL UNION ANALYSIS
FY 2012 Request
UNIVERSITY of RHODE ISLAND

	A			B			C			D	
	FY 2012 Request/CSL	% of Revenue	(A/B) % Incr	FY 2011 Alloc/Enacted	% of Revenue	(B/C) % Incr	FY 2010 Pre-Audit	% of Revenue	(C/D) % Incr	FY 2009 Actual	% of Revenue
RATES											
Undergrad Full Time	\$306		0.0%	\$306		0.0%	\$306		3.4%	\$296	
UG-PT (5-11 Credits)	\$143		0.0%	\$143		8.3%	\$132		0.0%	\$132	
UG-PT (1-4 Credits)	\$52		0.0%	\$52		8.3%	\$48		0.0%	\$48	
Graduate Full Time	\$210		0.0%	\$210		0.0%	\$210		2.9%	\$204	
Grad-PT (5-8 Credits)	\$96		0.0%	\$96		0.0%	\$96		9.1%	\$88	
Grad-PT (1-4 Credits)	\$48		0.0%	\$48		0.0%	\$48		9.1%	\$44	
REVENUE											
Student Fees	\$4,022,596	84.8%	1.3%	\$3,971,587	85.4%	2.0%	\$3,892,668	84.6%	7.2%	\$3,630,987	84.2%
Rentals/Other Income	\$715,215	15.1%	5.9%	\$675,502	14.5%	-3.7%	\$701,519	15.2%	5.4%	\$665,333	15.4%
Interest Income	\$5,500	0.1%	10.0%	\$5,000	0.1%	-27.6%	\$6,910	0.2%	-61.1%	\$17,759	0.4%
TOTAL Revenue	\$4,743,311	100.0%	2.0%	\$4,652,089	100.0%	1.1%	\$4,601,097	100.0%	6.7%	\$4,314,079	100.0%
EXPENDITURES											
Personnel Services	\$3,075,460	64.8%	5.3%	\$2,919,807	62.8%	6.6%	\$2,740,053	59.6%	-1.8%	\$2,791,553	64.7%
Operating Expenses:											
O/S Travel	\$23,000	0.5%	17.9%	\$19,500	0.4%	22.9%	\$15,867	0.3%	-3.8%	\$16,497	0.4%
Repairs	\$56,200	1.2%	-0.3%	\$56,350	1.2%	-5.6%	\$59,673	1.3%	-1.5%	\$60,592	1.4%
Utilities	\$488,458	10.3%	4.7%	\$466,737	10.0%	28.3%	\$363,650	7.9%	-12.8%	\$417,269	9.7%
Other											
Rentals	\$9,500	0.2%	0.0%	\$9,500	0.2%	-6.0%	\$10,110	0.2%	11.0%	\$9,110	0.2%
Supl/Operating Exp	\$277,230	5.8%	1.8%	\$272,347	5.9%	40.0%	\$194,488	4.2%	0.7%	\$193,203	4.5%
Miscellaneous	\$284,208	6.0%	0.7%	\$282,280	6.1%	-5.8%	\$299,654	6.5%	29.0%	\$232,361	5.4%
Total Operating	\$1,138,596	24.0%	2.9%	\$1,106,714	23.8%	17.3%	\$943,442	20.5%	1.6%	\$929,032	21.5%
Indirect Cost	\$277,985	5.9%	1.7%	\$273,353	5.9%	1.8%	\$268,561	5.8%	-0.3%	\$269,367	6.2%
Capital	\$59,000	1.2%	-87.2%	\$461,496	9.9%	282.0%	\$120,824	2.6%	94.7%	\$62,057	1.4%
Student Aid	\$70,443	1.5%	1.1%	\$69,672	1.5%	29.7%	\$53,700	1.2%	-49.9%	\$107,238	2.5%
Debt Service	\$121,827	2.6%	0.6%	\$121,047	2.6%	6.2%	\$113,984	2.5%	13.1%	\$100,758	2.3%
TOTAL Expenditures	\$4,743,311	100.0%	-4.2%	\$4,952,089	106.4%	16.8%	\$4,240,564	92.2%	-0.5%	\$4,260,005	98.7%
Surplus/(Reserve Use)	\$0	0.0%	-100.0%	(\$300,000)	-6.4%	-183.2%	\$360,533	7.8%	566.7%	\$54,073	1.3%

PARKING ENTERPRISE ANALYSIS
FY 2012 Request
UNIVERSITY of RHODE ISLAND

	A			B			C			D	
	FY 2012 Request/CSL	% of Revenue	(A/B) % Incr	FY 2011 Alloc/Enacted	% of Revenue	(B/C) % Incr	FY 2010 Pre-Audit	% of Revenue	(C/D) % Incr	FY 2009 Actual	% of Revenue
RATES											
Resident Permit	\$240		0.0%	\$240		2.1%	\$235		17.5%	\$200	
Commuter Permit	\$165		0.0%	\$165		3.1%	\$160		28.0%	\$125	
Transporation Fee FT	\$84		0.0%	\$84		5.0%	\$80		33.3%	\$60	
Transporation Fee PT	\$4		0.0%	\$4		33.3%	\$3		0.0%	\$3	
REVENUES											
Student Fees	\$1,140,472	33.4%	1.4%	\$1,125,230	33.3%	8.3%	\$1,039,339	33.6%	36.4%	\$761,831	32.5%
Registration Fees	\$1,617,690	47.4%	1.1%	\$1,600,835	47.3%	11.9%	\$1,430,776	46.2%	29.2%	\$1,107,812	47.3%
Faculty/Staff Registration	\$495,000	14.5%	0.0%	\$495,000	14.6%	2.1%	\$485,000	15.7%	84.0%	\$263,581	11.2%
Interest Income	\$9,300	0.3%	-7.0%	\$10,000	0.3%	-10.7%	\$11,203	0.4%	-64.7%	\$31,759	1.4%
Other Income	\$150,890	4.4%	0.0%	\$150,890	4.5%	17.5%	\$128,368	4.1%	-28.5%	\$179,468	7.7%
TOTAL Revenue	\$3,413,352	100.0%	0.9%	\$3,381,955	100.0%	9.3%	\$3,094,686	100.0%	32.0%	\$2,344,450	100.0%
EXPENDITURES											
Personnel Services	\$700,898	20.5%	14.5%	\$611,933	18.1%	32.1%	\$463,114	15.0%	-16.8%	\$556,766	23.7%
Operating Expenses:											
O/S Travel	\$475	0.0%	0.0%	\$475	0.0%	3.5%	\$459	0.0%	-	\$0	0.0%
Repairs	\$103,093	3.0%	-11.0%	\$115,899	3.4%	126.5%	\$51,175	1.7%	79.6%	\$28,492	1.2%
Utilities	\$1,182	0.0%	4.5%	\$1,131	0.0%	-68.6%	\$3,600	0.1%	-57.7%	\$8,514	0.4%
Other											
Rentals	\$1,180,449	34.6%	0.0%	\$1,180,449	34.9%	32.0%	\$894,586	28.9%	0.2%	\$892,426	38.1%
Supl/Operating Exp	\$287,888	8.4%	-3.6%	\$298,708	8.8%	295.9%	\$75,444	2.4%	-69.8%	\$250,150	10.7%
Miscellaneous	\$239,928	7.0%	-10.1%	\$267,031	7.9%	136.4%	\$112,972	3.7%	31.9%	\$85,638	3.7%
Total Operating	\$1,813,015	53.1%	-2.7%	\$1,863,693	55.1%	63.7%	\$1,138,236	36.8%	-10.0%	\$1,265,220	54.0%
Capital	\$0	0.0%	-	\$0	0.0%	-	\$0	0.0%	-	\$0	0.0%
Student Aid	\$0	0.0%	-	\$0	0.0%	-	\$0	0.0%	-100.0%	\$63,000	2.7%
Debt Service	\$1,018,369	29.8%	12.4%	\$906,329	26.8%	23.7%	\$732,728	23.7%	11.5%	\$657,287	28.0%
TOTAL Expenditures	\$3,532,282	103.5%	4.4%	\$3,381,955	100.0%	44.9%	\$2,334,077	75.4%	-8.2%	\$2,542,273	108.4%
Surplus/(Reserve Use)	(\$118,930)	-3.5%	-	\$0	0.0%	-100.0%	\$760,608	24.6%	-484.5%	(\$197,823)	-8.4%

RYAN CENTER AND BOSS ARENA ANALYSIS
FY 2012 Request
UNIVERSITY of RHODE ISLAND

	A			B			C			D	
	FY 2012 Request/CSL	% of Revenue	(A/B) % Incr	FY 2011 Alloc/Enacted	% of Revenue	(B/C) % Incr	FY 2010 Pre-Audit	% of Revenue	(C/D) % Incr	FY 2009 Actual	% of Revenue
RATES											
Full-Time	\$418		0.0%	\$418	45.1%		\$288	7.5%		\$268	
Part-Time (per cr hr)	\$17		0.0%	\$17	41.7%		\$12	9.1%		\$11	
REVENUES											
Interest Income	\$15,900	0.2%	59.0%	\$10,000	0.1%	14.6%	\$8,724	0.2%	-86.0%	\$62,508	1.2%
Other Income	\$20,000	0.3%	-	\$0	0.0%	-100.0%	\$60,519	1.1%	-60.4%	\$153,000	3.0%
Student Fees	\$5,632,991	74.7%	1.4%	\$5,557,141	75.4%	47.8%	\$3,759,958	68.8%	11.1%	\$3,382,977	66.3%
Rental Income	\$813,575	10.8%	3.0%	\$789,880	10.7%	0.0%	\$790,188	14.5%	18.8%	\$665,168	13.0%
Fees (Box office, parking, etc)	\$297,115	3.9%	-6.5%	\$317,774	4.3%	15.1%	\$276,062	5.0%	-20.7%	\$348,342	6.8%
Ticket Charge	\$152,390	2.0%	7.0%	\$142,390	1.9%	14.7%	\$124,090	2.3%	31.7%	\$94,257	1.8%
Equipment Rental	\$19,000	0.3%	0.0%	\$19,000	0.3%	9.7%	\$17,327	0.3%	-7.9%	\$18,823	0.4%
Skating Pgm Fees	\$101,000	1.3%	0.0%	\$101,000	1.4%	9.5%	\$92,197	1.7%	-9.7%	\$102,121	2.0%
Sponsorship Sales	\$275,000	3.6%	27.9%	\$215,000	2.9%	11.7%	\$192,430	3.5%	129.9%	\$83,700	1.6%
Commission	\$216,383	2.9%	0.6%	\$215,064	2.9%	47.3%	\$146,045	2.7%	-24.9%	\$194,550	3.8%
TOTAL Revenue	\$7,543,354	100.0%	2.4%	\$7,367,249	100.0%	34.7%	\$5,467,541	100.0%	7.1%	\$5,105,445	100.0%
EXPENDITURES											
Personnel Services	\$2,136,313	28.3%	2.2%	\$2,090,810	28.4%	15.8%	\$1,806,040	33.0%	6.8%	\$1,690,273	33.1%
Operating Expenses:											
O/S Travel	\$22,500	0.3%	0.0%	\$22,500	0.3%	7.9%	\$20,849	0.4%	13.4%	\$18,384	0.4%
Repairs	\$112,500	1.5%	4.0%	\$108,218	1.5%	33.5%	\$81,044	1.5%	0.8%	\$80,417	1.6%
Utilities	\$1,442,058	19.1%	4.8%	\$1,376,200	18.7%	44.2%	\$954,346	17.5%	-13.1%	\$1,098,056	21.5%
Other											
Rentals	\$0	0.0%	-100.0%	\$945	0.0%	-	\$0	0.0%	-	\$0	0.0%
Supl/Operating Exp	\$534,257	7.1%	3.1%	\$517,964	7.0%	6.1%	\$488,129	8.9%	21.9%	\$400,467	7.8%
Miscellaneous	\$188,848	2.5%	-22.2%	\$242,635	3.3%	35.5%	\$179,055	3.3%	-7.5%	\$193,675	3.8%
Total Operating	\$2,300,163	30.5%	1.4%	\$2,268,462	30.8%	31.6%	\$1,723,423	31.5%	-3.8%	\$1,791,000	35.1%
Capital	\$0	0.0%	-	\$0	0.0%	-100.0%	(\$17,742)	-0.3%	-	\$0	0.0%
Debt Service	\$2,800,626	37.1%	0.4%	\$2,790,280	37.9%	0.3%	\$2,781,439	50.9%	6.7%	\$2,607,332	51.1%
TOTAL Expenditures	\$7,237,102	95.9%	1.2%	\$7,149,552	97.0%	13.6%	\$6,293,160	115.1%	3.4%	\$6,088,605	119.3%
Surplus/(Reserve Use)	\$306,252	4.1%	40.7%	\$217,697	3.0%	-126.4%	(\$825,619)	-15.1%	-16.0%	(\$983,159)	-19.3%

W. ALTON JONES ANALYSIS
FY 2012 Request
UNIVERSITY of RHODE ISLAND

	A			B			C			D	
	FY 2012 Request/CSL	% of Revenue	(A/B) % Incr	FY 2011 Alloc/Enacted	% of Revenue	(B/C) % Incr	FY 2010 Pre-Audit	% of Revenue	(C/D) % Incr	FY 2009 Actual	% of Revenue
REVENUES											
Conf & Env Ed Ctrs	\$3,527,500	96.8%	1.7%	\$3,470,000	96.5%	7.6%	\$3,225,917	96.4%	2.4%	\$3,148,930	95.5%
Interest Income	\$0	0.0%	-	\$0	0.0%	-	\$0	0.0%	-100.0%	\$1	0.0%
Other Income	\$115,000	3.2%	-8.0%	\$125,000	3.5%	3.8%	\$120,397	3.6%	-19.6%	\$149,799	4.5%
TOTAL Revenue	\$3,642,500	100.0%	1.3%	\$3,595,000	100.0%	7.4%	\$3,346,314	100.0%	1.4%	\$3,298,730	100.0%
EXPENDITURES											
Personnel Services	\$2,436,117	66.9%	2.7%	\$2,371,328	66.0%	-7.0%	\$2,551,011	76.2%	3.9%	\$2,455,614	74.4%
Operating Expenses:											
O/S Travel	\$2,900	0.1%	-3.3%	\$3,000	0.1%	4.4%	\$2,874	0.1%	18.6%	\$2,424	0.1%
Repairs	\$84,500	2.3%	-1.5%	\$85,762	2.4%	1.8%	\$84,229	2.5%	-18.2%	\$102,924	3.1%
Utilities	\$0	0.0%	-	\$0	0.0%	-100.0%	\$165,520	4.9%	-15.6%	\$196,075	5.9%
Other											
Rentals	\$86,500	2.4%	-0.6%	\$87,000	2.4%	-0.6%	\$87,482	2.6%	11.7%	\$78,326	2.4%
Supl/Operating Exp	\$279,851	7.7%	-3.8%	\$290,808	8.1%	-27.8%	\$402,557	12.0%	4.9%	\$383,812	11.6%
Miscellaneous	\$42,746	1.2%	-31.2%	\$62,140	1.7%	-24.7%	\$82,518	2.5%	1073.1%	\$7,034	0.2%
Total Operating	\$496,497	13.6%	-6.1%	\$528,710	14.7%	-35.9%	\$825,180	24.7%	7.1%	\$770,596	23.4%
Cost of Goods Sold	\$594,000	16.3%	2.4%	\$580,000	16.1%	-3.0%	\$597,935	17.9%	4.7%	\$571,026	17.3%
[As % of Net Sales]*	\$594,000	16.8%	2.4%	\$580,000	16.7%	-3.0%	\$597,935	18.5%	4.7%	\$571,026	18.1%
Capital	\$0	0.0%	-	\$0	0.0%	-	\$0	0.0%	-	\$0	0.0%
Debt Service	\$115,886	3.2%	0.8%	\$114,962	3.2%	-3.5%	\$119,100	3.6%	3.9%	\$114,587	3.5%
TOTAL Expenditures	\$3,642,500	100.0%	1.3%	\$3,595,000	100.0%	-12.2%	\$4,093,224	122.3%	4.6%	\$3,911,824	118.6%
Surplus/(Reserve Use)	\$0	0.0%	-	\$0	0.0%	-100.0%	(\$746,911)	-22.3%	21.8%	(\$613,094)	-18.6%

* Amounts shown reflect sums budgeted in personnel, operating and capital lines, as appropriate, for these activities.