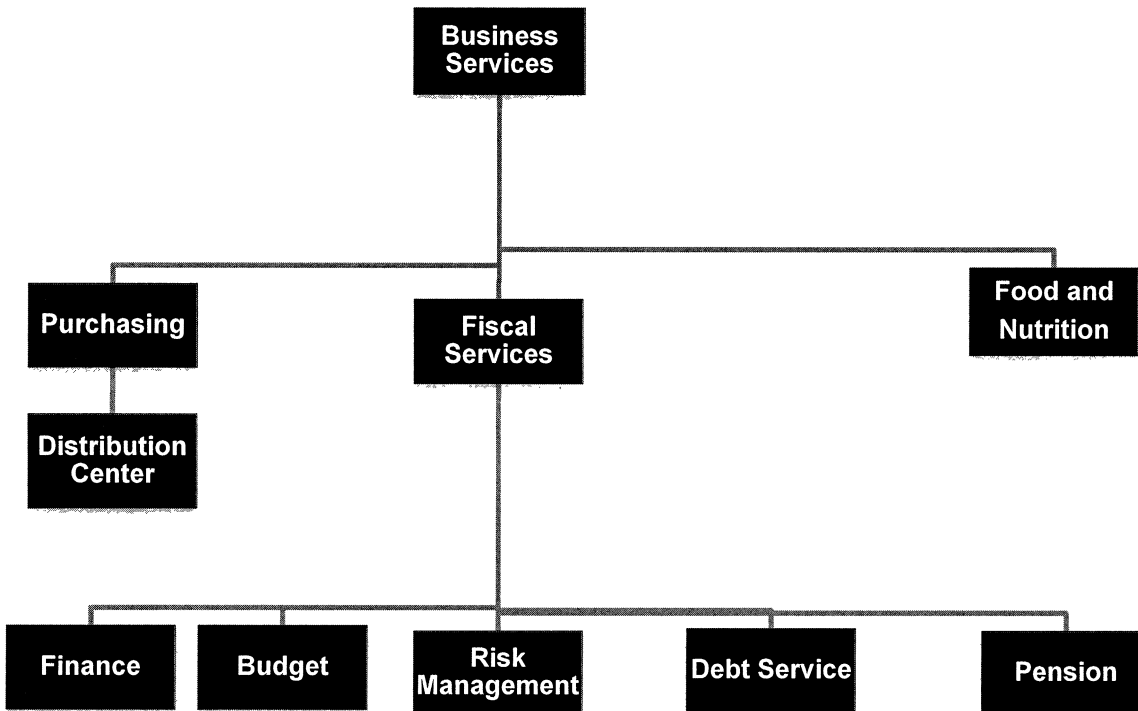


Business Services

Business Service programs entail the day-to-day financial, budget, risk management, payroll, and purchasing operations to support the faculty and staff of the Board of Education.

"Better Business for the Betterment of Students"

PROGRAM COMPONENT ORGANIZATION



	FY11 Actual	FY12 Actual	FY13 Actual	FY13 Budget	Change FY13- FY14	FY14 Budget
BUSINESS SERVICES	\$ 26,485,047	\$ 27,346,682	\$ 31,805,847	\$ 32,401,977	\$ 1,277,998	\$ 33,679,975
Fiscal Services	\$ 25,461,615	\$ 26,334,212	\$ 30,897,144	\$ 31,461,776	\$ 1,335,505	\$ 32,797,281
Purchasing	\$ 1,023,432	\$ 1,012,470	\$ 908,703	\$ 940,201	\$ (57,507)	\$ 882,694

Summary Report

Business Services

By Object Code	FY11	FY12	FY13	FY13	13-14	FY14
	Actual	Actual	Actual	Budget	Change	Budget
Salaries	\$2,306,766	\$2,377,283	\$2,290,590	\$2,326,683	(\$56,807)	\$2,269,876
Contracted Services	\$56,373	\$81,035	\$125,620	\$100,508	(\$23,888)	\$76,620
Supplies	\$30,155	\$30,735	\$23,312	\$35,826	(\$1,907)	\$33,919
Other Charges	\$24,704,845	\$25,385,763	\$29,807,268	\$30,449,203	\$1,360,005	\$31,809,208
Equipment	\$7,288	\$7,317	\$8,841	\$4,757	\$595	\$5,352
Transfers	(\$620,379)	(\$535,450)	(\$449,783)	(\$515,000)	\$0	(\$515,000)
Total:	\$26,485,047	\$27,346,683	\$31,805,847	\$32,401,977	\$1,277,998	\$33,679,975

Budgeted Full Time Equivalent Positions

	FY11	FY12	FY13	13-14	FY14
Assistant Superintendent	1.0	1.0	1.0	0.0	1.0
Assistant Supervisor	2.0	2.0	1.0	0.0	1.0
Clerical 12 Month	14.0	14.0	13.0	0.0	13.0
Director	2.0	2.0	2.0	0.0	2.0
Specialist 12 Month	9.0	9.0	10.0	0.0	10.0
Supervisor	2.0	2.0	2.0	0.0	2.0
Warehouse Person	6.0	6.0	6.0	(1.0)	5.0
	36.0	36.0	35.0	(1.0)	34.0

By State Category	FY11 Actual	FY12 Actual	FY13 Actual	FY13 Budget	13-14 Change	FY14 Budget	FY14 FTE
ADMINISTRATIVE SERVICES							
Contracted Services	\$56,373	\$81,035	\$125,620	\$100,508	\$(23,888)	\$76,620	
Equipment	\$7,288	\$7,317	\$8,841	\$4,757	\$595	\$5,352	
Other Charges	\$35,184	\$36,369	\$26,419	\$36,235	\$2,900	\$39,135	
Salaries	\$2,306,766	\$2,377,283	\$2,290,590	\$2,326,683	\$(56,807)	\$2,269,876	
Supplies	\$30,155	\$30,735	\$23,312	\$35,826	\$(1,907)	\$33,919	
Transfers	(\$620,379)	(\$535,450)	(\$449,783)	(\$515,000)	\$0	(\$515,000)	
TOTAL:	\$1,815,387	\$1,997,289	\$2,024,998	\$1,989,009	\$(79,107)	\$1,909,902	34.0
FIXED CHARGES							
Other Charges	\$24,357,947	\$25,022,159	\$29,780,849	\$30,412,968	\$1,357,105	\$31,770,073	
TOTAL:	\$24,357,947	\$25,022,159	\$29,780,849	\$30,412,968	\$1,357,105	\$31,770,073	0.0
CAPITAL OUTLAY							
Other Charges	\$311,714	\$327,235	\$0	\$0	\$0	\$0	
TOTAL:	\$311,714	\$327,235	\$0	\$0	\$0	\$0	0.0
Grand Total:	\$26,485,047	\$27,346,683	\$31,805,847	\$32,401,977	\$1,277,998	\$33,679,975	34.0

Fiscal Services

Program Overview

Fiscal Services encompasses the Offices of the Assistant Superintendent, Budget, Risk Management, and the Finance Departments. Staff in the office facilitate the implementation of the financial, purchasing, and human resource integrated information management system and serve as the liaison to the software vendor.

The Office of the Assistant Superintendent is responsible for the overall management and guidance of Business Services and its employees. Preparation of quarterly financial reports and the Comprehensive Annual Financial Report are completed by the Assistant Superintendent. Founding member and participant in the MABE OPEB Investment Trust, a unique pooling arrangement for Maryland school districts to reduce implementation and administrative costs, by pooling monies designated for their OPEB liabilities.

The Budget Office is responsible for the compilation of data and records in the preparation of an annual budget. In addition, the Office reviews and analyzes financial data and projections to determine requested funding for future periods, staffing requirements, requests, and allocations, school financial reports, and budgetary estimates versus actual expenditures & revenues. The Budget Office is also responsible for the administration of the 403b and 457 deferred compensation plans.

Risk Management manages the various property and casualty insurance programs within the school system. The Risk Management Department administers and processes claims filed against HCPS. This includes Workers' Compensation, liability, property and automobile liability. In addition, Risk Management focuses on preventing losses through training, historical loss analysis, hazard identification, risk assessment, risk avoidance and risk transfer. Providing a safe environment for students, staff, and system visitors is the purpose of risk management, which works closely with school administrators and central office staff to mitigate our exposure to claims arising from accident or injury.

The Finance Department prepares all financial reports, manages all audits, performs accounting for all funds, manages grant accounting, receives and disburses payments, invests cash, oversees banking relations, and processes over 6,300 payments through the payroll system for regular, substitute and per diem employees each payday.

Accomplishments – FY 2012

- Received national recognition by receiving the GFOA Budget Presentation Award for the 10th year.
- Received national recognition by receiving the GFOA Achievement for Excellence in Finance reporting award for the 6th year.
- Improved the school district's efficiency and reduced operating costs through refinancing the energy performance contracts and the administration building for a savings of \$1,500,000; a unique clause in the office copier contract and lower utilization of copy machines netted a \$19,000 refund; and a proactive trash removal contract reduced annual costs by \$100,000 each year for the next six years. (Board Goal 4)
- Obtained a premium reduction of \$139,321 through the MABE Risk Management Incentive Program. (Board Goal 4)
- Increased quantity and quality of school peril safety inspections with an average score of 93%. (Board Goal 4)
- Evaluated and began implementation of a budget module compatible with Lawson Financial systems; completed the first upgrade to the Lawson Software package. (Board Goal 4)

Goals – FY 2014

- Develop comprehensive financial, budget, and risk management policies and procedures in keeping with best and recommended practices. (Board Goal 4)
- Provide professional development opportunities for staff at all levels. (Board Goal 3)

Objectives – FY 2014

- Seize opportunities to improve the school district's efficiency and reduce operating costs. (Board Goal 4)
- Continue to receive national awards for the Budget and Comprehensive Annual Financial Report.
- Complete implementation and adoption of the Lawson Budget Module. (Board Goal 4)
- Begin implementation of the next upgrade to the Lawson Financial Software. (Board Goal 4)
- Utilize electronic student accident reporting. (Board Goal 4)
- Expand the use of the SmartFindExpress (SFE) system to automate teacher and substitute attendance to all schools in Harford County. (Board Goal 4)

Fiscal Services

FY 2014 Funding Adjustments

The changes for fiscal 2014 include:

Wage Adjustments of \$1,092,936:

- Increase in Retirement expense - Teacher's Plan, \$1,479,361;
- Reduction in Social Security due to positions eliminations, (\$202,755);
- Reduction in Retirement expenses – Other, (\$175,828); and,
- Reduction in Workers Compensation Insurance, (\$7,842).

Base Budget Adjustments of \$232,435:

- Reversal of one time transfer of funds to Dental Insurance, \$300,000;
- Increase in Interest on Administration Building Lease, \$21,600;
- Increase in Certifications, \$3,200;
- Increase in Other Contracted Services, \$2,500;
- Increase in Computers/Business Equipment, \$1,000;
- Increase in Clerical Overtime, \$700;
- Increase in Office Furniture, \$500;
- Increase in Books, Subscriptions and Periodicals, \$300;
- Increase in Postage/Courier Service, \$50;
- Reduction in Workers Compensation Insurance, (\$50,000);
- Reduction in Consulting Expense, (\$27,100);
- Reduction in Property Insurance, (\$17,565);
- Reduction in Printing Supplies, (\$1,250);
- Reduction in Office Supplies, (\$1,000); and,
- Reduction in Copier Rental, (\$500).

Cost of Doing Business Adjustments of \$373,194:

- Increase in Workers Compensation Insurance, \$255,494;
- Increase in Interest on Administration Building Lease, \$59,376, and,
- Increase in Liability Insurance, \$58,324.

Cost Saving Measures of (\$363,060):

- Reduction in Social Security due to positions eliminations, (\$363,060).

The net increase in expenditures from the FY 2013 budget for Fiscal Services is \$1,335,505.

Fiscal Services

By Object Code

	FY11 Actual	FY12 Actual	FY13 Actual	FY13 Budget	13-14 Change	FY14 Budget
Salaries	\$1,332,346	\$1,420,496	\$1,421,919	\$1,431,050	\$700	\$1,431,750
Contracted Services	\$40,019	\$54,022	\$111,853	\$81,900	(\$25,100)	\$56,800
Supplies	\$13,893	\$16,146	\$13,681	\$19,376	(\$1,900)	\$17,476
Other Charges	\$24,690,158	\$25,372,275	\$29,795,907	\$30,441,098	\$1,360,305	\$31,801,403
Equipment	\$5,579	\$6,724	\$3,569	\$3,352	\$1,500	\$4,852
Transfers	(\$620,379)	(\$535,450)	(\$449,783)	(\$515,000)	\$0	(\$515,000)
Total:	\$25,461,615	\$26,334,212	\$30,897,144	\$31,461,776	\$1,335,505	\$32,797,281

Budgeted Full Time Equivalent Positions

	FY11	FY12	FY13	13-14	FY14
Assistant Superintendent	1.0	1.0	1.0	0.0	1.0
Assistant Supervisor	2.0	2.0	1.0	0.0	1.0
Clerical 12 Month	7.0	8.0	8.0	0.0	8.0
Director	2.0	2.0	2.0	0.0	2.0
Specialist 12 Month	5.0	5.0	6.0	0.0	6.0
Supervisor	1.0	1.0	1.0	0.0	1.0
Total:	18.0	19.0	19.0	0.0	19.0

By State Category

	FY11 Actual	FY12 Actual	FY13 Actual	FY13 Budget	13-14 Change	FY14 Budget
FTE: 19.0						
ADMINISTRATIVE SERVICES						
Salaries						
1 PROFESSIONAL Fiscal Services 101-XXX-022-015 51100 FTE: 5.0	\$618,030	\$682,722	\$596,674	\$587,675	\$0	\$587,675
2 CLERICAL Fiscal Services 101-XXX-022-015 51110 FTE: 8.0	\$318,874	\$340,588	\$359,561	\$359,713	\$0	\$359,713
3 MAINTENANCE/MECHANICS/TECHS Fiscal Services 101-XXX-022-015 51120 FTE: 6.0	\$393,941	\$397,066	\$464,778	\$480,706	\$0	\$480,706
4 TEMPORARY HELP Fiscal Services 101-XXX-022-015 51140 FTE: 0.0	\$0	\$0	\$0	\$2,096	\$0	\$2,096
5 CLERICAL OVERTIME Fiscal Services 101-XXX-022-015 51150 FTE: 0.0	\$1,502	\$120	\$906	\$860	\$700	\$1,560
Total Salaries	\$1,332,346	\$1,420,496	\$1,421,919	\$1,431,050	\$700	\$1,431,750
Contracted Services						
6 OTHER Fiscal Services 101-XXX-022-015 52170	\$11,727	\$14,456	\$14,288	\$12,500	\$2,500	\$15,000

By State Category

FY11 Actual FY12 Actual FY13 Actual FY13 Budget 13-14 Change FY14 Budget

ADMINISTRATIVE SERVICES

Contracted Services

7	CONSULTANTS Fiscal Services 101-XXX-022-015 52205	\$23,938	\$35,227	\$92,864	\$64,100	\$(27,100)	\$37,000
8	EQUIPMENT MAINTENANCE CONTRACT Fiscal Services 101-XXX-022-015 52360	\$1,782	\$1,800	\$2,061	\$1,800	\$0	\$1,800
9	COPIER / MACHINE RENTAL Fiscal Services 101-XXX-022-015 52370	\$2,573	\$2,539	\$2,640	\$3,500	\$(500)	\$3,000
Total Contracted Services		\$40,019	\$54,022	\$111,853	\$81,900	\$(25,100)	\$56,800

Supplies

10	OFFICE Fiscal Services 101-XXX-022-015 53440	\$13,426	\$13,594	\$12,002	\$15,726	\$(1,000)	\$14,726
11	PRINTING Fiscal Services 101-XXX-022-015 53445	\$337	\$2,017	\$1,160	\$3,450	\$(1,250)	\$2,200
12	POSTAGE/COURIER SERVICE Fiscal Services 101-XXX-022-015 53450	\$56	\$141	\$101	\$100	\$50	\$150
13	BOOKS, SUBS, PERIODICALS Fiscal Services 101-XXX-022-015 53475	\$75	\$395	\$417	\$100	\$300	\$400
Total Supplies		\$13,893	\$16,146	\$13,681	\$19,376	\$(1,900)	\$17,476

Other Charges

14	OTHER Fiscal Services 101-XXX-022-015 54170	\$600	\$3,130	\$865	\$2,000	\$3,200	\$5,200
15	MILEAGE, PARKING, TOLLS Fiscal Services 101-XXX-022-015 54720	\$5,432	\$5,565	\$4,551	\$7,250	\$0	\$7,250
16	PROFESSIONAL DUES Fiscal Services 101-XXX-022-015 54730	\$5,384	\$3,937	\$3,095	\$5,400	\$0	\$5,400
17	INSTITUTES, CONFERENCES, MTGS. Fiscal Services 101-XXX-022-015 54750	\$9,081	\$10,249	\$6,547	\$13,480	\$0	\$13,480
Total Other Charges		\$20,497	\$22,881	\$15,058	\$28,130	\$3,200	\$31,330

Equipment

18	SOFTWARE Fiscal Services 101-XXX-022-015 55460	\$306	\$670	\$0	\$500	\$0	\$500
19	COMPUTERS/BUSINESS EQUIPMENT Fiscal Services 101-XXX-022-015 55805	\$3,816	\$3,429	\$3,569	\$2,352	\$1,000	\$3,352

By State Category		FY11 Actual	FY12 Actual	FY13 Actual	FY13 Budget	13-14 Change	FY14 Budget
ADMINISTRATIVE SERVICES							
Equipment							
20	OFFICE FURNITURE/EQUIPMENT Fiscal Services 101-XXX-022-015 55810	\$1,456	\$2,625	\$0	\$500	\$500	\$1,000
Total Equipment		\$5,579	\$6,724	\$3,569	\$3,352	\$1,500	\$4,852
Transfers							
21	INDIRECT COST RECOVERY Fiscal Services 101-XXX-022-015 89000	\$(620,379)	\$(535,450)	\$(449,783)	\$(515,000)	\$0	\$(515,000)
Total Transfers		\$(620,379)	\$(535,450)	\$(449,783)	\$(515,000)	\$0	\$(515,000)
Total ADMINISTRATIVE SERVICES		\$791,954	\$984,818	\$1,116,295	\$1,048,808	\$(21,600)	\$1,027,208
FIXED CHARGES							
Other Charges							
22	LIABILITY INSURANCE Fixed Charges, Fiscal Services 112-XXX-990-992 54655	\$443,905	\$500,199	\$594,076	\$614,201	\$40,759	\$654,960
23	RETIREMENT Fixed Charges, Fiscal Services 112-XXX-990-992 54665	\$2,566,489	\$3,350,174	\$8,402,821	\$8,614,994	\$1,603,533	\$10,218,527
24	SOCIAL SECURITY Fixed Charges, Fiscal Services 112-XXX-990-992 54675	\$19,311,116	\$19,108,039	\$18,945,567	\$19,313,927	\$(565,815)	\$18,748,112
25	WORKER'S COMPENSATION Fixed Charges, Fiscal Services 112-XXX-990-992 54685	\$1,524,328	\$1,567,160	\$1,591,818	\$1,623,278	\$197,652	\$1,820,930
26	DEBT SERVICE - INTEREST Fixed Charges, Fiscal Services 112-XXX-990-992 54901	\$512,108	\$496,587	\$246,568	\$246,568	\$80,976	\$327,544
Total Other Charges		\$24,357,947	\$25,022,159	\$29,780,849	\$30,412,968	\$1,357,105	\$31,770,073
Total FIXED CHARGES		\$24,357,947	\$25,022,159	\$29,780,849	\$30,412,968	\$1,357,105	\$31,770,073
CAPITAL OUTLAY							
Other Charges							
27	DEBT SERVICE - PRINCIPAL Principal Admin Bldg Lease 115-XXX-038-990 54900	\$311,714	\$327,235	\$0	\$0	\$0	\$0
Total Other Charges		\$311,714	\$327,235	\$0	\$0	\$0	\$0
Total CAPITAL OUTLAY		\$311,714	\$327,235	\$0	\$0	\$0	\$0
Report Total:		\$25,461,615	\$26,334,212	\$30,897,144	\$31,461,776	\$1,335,505	\$32,797,281

Purchasing

PURPOSE

The Purchasing Department consists of the Purchasing Office, the Distribution Center and Procurement Card Administration. This is a centralized procurement operation that transacts the acquisition of supplies and equipment, acquisition of services for the district, logistical support for items maintained in inventory and the operational administration of the P-Card program.

The mission of the Purchasing Department of Harford County Public Schools is to provide professional value-added strategic sourcing procurement and material management services, using effective, innovative processes that result in continuous customer satisfaction, while maintaining public trust with the assurance that each dollar expended will be used in the most efficient manner.

The Distribution Center receives, ships, and stores materials for the school system. It also provides a daily courier delivery service to all of the schools.

The HCPS Visa credit card program (P-Card) is administered in the Purchasing Office. It provides a more efficient and cost effective method for routine purchases and payments by reducing paperwork, streamlining the purchasing cycle and expediting the receipt of goods ordered. This program also generates rebates back to HCPS based on spending volume. In FY 2012, the rebate totaled \$117,744, an increase of \$9,903 over the prior year.

Purchasing Department commitment to our customers Service.....Savings.....Satisfaction

Accomplishments – FY 2012

- Spend analysis was done and resulted in identifying areas where contracts were needed, and created.
- The Standard Operating Procedure manual was completed, and the Purchasing Manual was revised.
- Two contracts were reworked resulting in a savings of over \$125,000.

Goals – FY 2014

- To continue to identify areas where contracts are needed, and create those contracts in order to yield savings.
- To not let the efficiency or effectiveness of the department diminish due to the loss of two positions.

Objectives – FY 2014

- Continue to stress customer service to our staff and ensure we provide that to our end users.
- Continue to examine the Standard Operating Procedure manual and adjust it as necessary to standardize our process and use as a tool for new employees and end users.
- To try to keep all of our Purchasing Agent's professional certifications current by supporting professional development.

FY 2014 Funding Adjustments

The changes for fiscal 2014 include:

Wage Adjustments of (\$23,953):

- Salary and wage adjustments, (\$23,953).

Base Budget Adjustments net change \$0:

- Increase in Other Contracted Services, \$1,412;
- Increase in Other Supplies, \$1,000;
- Increase in Printing Expense, \$800;
- Reduction in Office Supplies, (\$1,632);
- Reduction in Computer/Business Equipment, (\$500);
- Reduction in Other Equipment, (\$405);
- Reduction in Mileage Reimbursement, (\$300);
- Reduction in Copier/Machine Rental, (\$200);
- Reduction in Books, Subscriptions and Periodicals, (\$150); and,
- Reduction in Postage/Courier Service, (\$25).

Purchasing

Cost of Doing Business of (\$33,554):

- Eliminate 1.0 FTE Distribution Associate, (\$33,554).

The net decrease in expenditures from the FY 2013 budget for Purchasing is (\$57,507).

Purchasing

By Object Code

	FY11 Actual	FY12 Actual	FY13 Actual	FY13 Budget	13-14 Change	FY14 Budget
Salaries	\$974,420	\$956,788	\$868,671	\$895,633	(\$57,507)	\$838,126
Contracted Services	\$16,354	\$27,014	\$13,767	\$18,608	\$1,212	\$19,820
Supplies	\$16,262	\$14,589	\$9,632	\$16,450	(\$7)	\$16,443
Other Charges	\$14,687	\$13,488	\$11,361	\$8,105	(\$300)	\$7,805
Equipment	\$1,710	\$593	\$5,272	\$1,405	(\$905)	\$500
Total:	\$1,023,432	\$1,012,470	\$908,703	\$940,201	(\$57,507)	\$882,694

Budgeted Full Time Equivalent Positions

	FY11	FY12	FY13	13-14	FY14
Clerical 12 Month	7.0	6.0	5.0	0.0	5.0
Specialist 12 Month	4.0	4.0	4.0	0.0	4.0
Supervisor	1.0	1.0	1.0	0.0	1.0
Warehouse Person	6.0	6.0	6.0	(1.0)	5.0
Total:	18.0	17.0	16.0	(1.0)	15.0

By State Category

	FY11 Actual	FY12 Actual	FY13 Actual	FY13 Budget	13-14 Change	FY14 Budget
FTE: 15.0						
ADMINISTRATIVE SERVICES						
Salaries						
1 PROFESSIONAL Purchasing 101-XXX-022-020 51100 FTE: 1.0	\$100,937	\$95,692	\$96,017	\$97,938	\$(1,921)	\$96,017
2 CLERICAL Purchasing 101-XXX-022-020 51110 FTE: 5.0	\$316,962	\$280,565	\$213,964	\$218,739	\$(1,031)	\$217,708
3 MAINTENANCE/MECHANICS/TECHS Purchasing 101-XXX-022-020 51120 FTE: 9.0	\$290,079	\$314,329	\$558,690	\$578,451	\$(54,555)	\$523,896
4 TEMPORARY HELP Purchasing 101-XXX-022-020 51140 FTE: 0.0	\$0	\$393	\$0	\$387	\$0	\$387
5 MAINT./MECH./TECH. OVERTIME Purchasing 101-XXX-022-020 51160 FTE: 0.0	\$197	\$0	\$0	\$118	\$0	\$118
6 OTHER Purchasing 101-XXX-022-020 51170 FTE: 0.0	\$266,244	\$265,808	\$0	\$0	\$0	\$0
Total Salaries	\$974,420	\$956,788	\$868,671	\$895,633	\$(57,507)	\$838,126
Contracted Services						
7 OTHER Purchasing 101-XXX-022-020 52170	\$13,419	\$18,912	\$10,575	\$13,273	\$1,412	\$14,685

By State Category

FY11 Actual FY12 Actual FY13 Actual FY13 Budget 13-14 Change FY14 Budget

ADMINISTRATIVE SERVICES

Contracted Services

8 REPAIRS-EQUIPMENT Purchasing 101-XXX-022-020 52315	\$62	\$4,967	\$158	\$2,000	\$0	\$2,000
9 COPIER / MACHINE RENTAL Purchasing 101-XXX-022-020 52370	\$2,874	\$3,135	\$3,035	\$3,335	\$(200)	\$3,135
Total Contracted Services	\$16,354	\$27,014	\$13,767	\$18,608	\$1,212	\$19,820

Supplies

10 OTHER Purchasing 101-XXX-022-020 53170	\$8,030	\$5,245	\$2,320	\$3,000	\$1,000	\$4,000
11 OFFICE Purchasing 101-XXX-022-020 53440	\$7,754	\$8,953	\$5,238	\$12,850	\$(1,632)	\$11,218
12 PRINTING Purchasing 101-XXX-022-020 53445	\$424	\$81	\$2,075	\$200	\$800	\$1,000
13 POSTAGE/COURIER SERVICE Purchasing 101-XXX-022-020 53450	\$53	\$55	\$0	\$100	\$(25)	\$75
14 BOOKS, SUBS, PERIODICALS Purchasing 101-XXX-022-020 53475	\$0	\$255	\$(1)	\$300	\$(150)	\$150
Total Supplies	\$16,262	\$14,589	\$9,632	\$16,450	\$(7)	\$16,443

Other Charges

15 MILEAGE, PARKING, TOLLS Purchasing 101-XXX-022-020 54720	\$3,630	\$3,295	\$4,264	\$4,000	\$(300)	\$3,700
16 PROFESSIONAL DUES Purchasing 101-XXX-022-020 54730	\$1,954	\$1,804	\$1,603	\$1,955	\$0	\$1,955
17 INSTITUTES, CONFERENCES, MTGS. Purchasing 101-XXX-022-020 54750	\$9,103	\$8,389	\$5,494	\$2,150	\$0	\$2,150
Total Other Charges	\$14,687	\$13,488	\$11,361	\$8,105	\$(300)	\$7,805

Equipment

18 OTHER EQUIPMENT Purchasing 101-XXX-022-020 55170	\$1,710	\$593	\$4,794	\$905	\$(405)	\$500
19 COMPUTERS/BUSINESS EQUIPMENT Purchasing 101-XXX-022-020 55805	\$0	\$0	\$478	\$500	\$(500)	\$0
Total Equipment	\$1,710	\$593	\$5,272	\$1,405	\$(905)	\$500
Total ADMINISTRATIVE SERVICES	\$1,023,432	\$1,012,470	\$908,703	\$940,201	\$(57,507)	\$882,694

By State Category	FY11 Actual	FY12 Actual	FY13 Actual	FY13 Budget	13-14 Change	FY14 Budget
Report Total:	\$1,023,432	\$1,012,470	\$908,703	\$940,201	\$(57,507)	\$882,694