

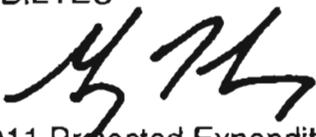


FEDERAL RETIREMENT THRIFT INVESTMENT BOARD
1250 H Street, NW Washington, DC 20005

GREGORY T. LONG
Executive Director

September 9, 2011

MEMORANDUM FOR: BOARD MEMBERS KENNEDY, SAUL, SANCHEZ,
DUFFY, AND BILYEU

FROM: GREG LONG 

SUBJECT: Fiscal Year 2011 Projected Expenditures, Fiscal Year
2012 Budget, and Fiscal Year 2013 Budget Estimate

Background

Section 8472(i) of the Federal Employees' Retirement System Act of 1986 states:

The Board shall prepare and submit to the President, and, at the same time, to the appropriate committees of Congress, an annual budget of the expenses and other items relating to the Board which shall be included as a separate item in the budget required to be transmitted to the Congress [annually by the President].

The Office of Management and Budget (OMB) will be starting its work on the Fiscal Year 2013 Budget of the U.S. Government, which will be transmitted by the President to the Congress in February 2012.

Attached are the Agency's proposed administrative budget for fiscal year 2012 and a first estimate for fiscal year 2013. Projected final expenditures for fiscal year 2011 are also presented in the tables. The figures are provided by the Federal Government's prescribed budgeting "object classes", by Agency office, and by function, which provides three different "looks" at the budget. Salient elements of the FY 2011 projected expenditures, FY 2012 budgeted expenditures, and FY 2013 estimated expenditures are summarized below. This narrative can be most easily referenced by reviewing the budget report by function.

Following your approval, the Agency's FY 2012 budget (together with the FY 2013 estimate) will be provided to the Congress and to OMB for inclusion in the President's budget.

Fiscal Year 2011 Status

The current projection for operations during the fiscal year ending September 30, 2011, indicates we expect to spend \$128.7 million, or \$3.1 million under the \$131.8 million approved budget. You will recall that this budget was flat from the FY 2010 budget with the exception of \$1.5 million, which was added for test tools.

FY 2011 was a year of tremendous achievement for the TSP. A brief review of our major accomplishments is included below:

- Delivered on our primary and ongoing strategic goal of dial-tone consistency.
- Implemented the OmniPay payment and tax reconciliation system; a critical precursor for Roth investments.
- Upgraded our document workflow management system to Omni AG, which resolved an audit issue.
- Implemented beneficiary participant accounts.
- Implemented automatic enrollment for civilian accounts.
- Introduced the L 2050 Fund and retired the L 2010 Fund.
- Initiated a new process to accept and process child support court orders.
- Successfully completed the virtualization of all data center servers.

As circumstances warranted, we made tactical adjustments to our budgeted resources during the year. The principal variances from the budget are:

- ▶ **Record keeping activities: Record keeping costs of \$105.3 million are projected to be \$1.0 million over the budgeted amount of \$104.4 million.**

The TSP record keeping system contractor support and maintenance costs are projected to be \$0.8 million lower than the FY 2011 budgeted amount of \$36.7 million.

The FY 2011 costs of running the two data centers and the two call centers are in line with our expectations (\$0.1 million above the budgeted amount of \$33.6 million). As we move to support an acquisition strategy to manage our procurement schedules, we are working to move away from an October 1 to September 30 performance cycle. Thus, we have been able to fund one of the call centers through December 2011.

The FY 2011 projected costs for operations, including incoming mail, data entry, court order, death and legal processing, outgoing mail operations, system accounting support, communications lines and system notices and participant statements, are projected to be \$1.7 million above the

budgeted amount of \$34.0 million. This increase is driven by revisions to the FY 2011 funding for the Operations Center through the current performance period ending on November 30, 2011, and for the FY 2011 funding period for the outgoing mail and print operations through March 2012.

- ▶ **Participant communications: Participant communications costs of \$1.6 million are projected to be \$1.0 million under the budgeted amount of \$2.6 million.**

A significant portion of the communication team's time in FY 2011 was directed to revising many of the more than 145 forms, booklets and notices required by Roth.

The FY 2011 budget assumed an earlier Roth implementation date and included printing the revised Plan Summary (\$0.4 million) and an introductory Roth leaflet (\$0.6 million). The printing of the Plan Summary will now occur in FY 2012 and we have eliminated the leaflet by planning to include the Roth implementation news with the annual statement mailing.

- ▶ **Agency staff: Agency personnel costs of \$13.4 million are projected to be \$0.6 million below the budgeted amount of \$14.0 million.**

We will end FY 2011 fiscal year with 92 full time staff and 114 authorized full time positions. We filled 11 vacant full-time positions during FY 2011, three staff members left the Agency, and other staff members were hired later in the fiscal year than projected. This resulted in less than full year salary and benefits costs for these positions and brought the total Agency salary and benefits expenditures below budget projections.

- ▶ **Other Agency operations: Other operating expenses of \$8.4 million are projected to be \$2.4 million below the budgeted amount of \$10.9 million.**

Expected FY 2011 expenditures on hardware and software at the Agency's offices were less than budgeted, as we decided to defer replacement of office printers and Agency laptops as well as the planned upgrade of Microsoft products until we moved to the new Agency headquarters. Other IT expenditures supporting the Agency were deferred due to the Roth resource demands for limited resources. For example, we had to defer the consolidation of the Agency's and contractors' e-mail systems.

Also, smaller than budgeted amounts were spent on consultants, travel, training, supplies, and other miscellaneous items. Where possible, we

have deferred replacement purchases pending the Agency headquarters move in FY 2012.

Significant Changes for FY 2012

FY 2012 will be another year of significant change for both the TSP and the FRTIB, marked most notably by the implementation of Roth TSP, the re-bid of the Agency's record keeping contracts, the move to a new headquarters, and the retirement of several key personnel. The FY 2012 budget of \$143.1 million represents an increase of \$11.3 million from the flat FY 2011 budgeted amount of \$131.8 million. However, it is \$5.4 million less than the estimated FY 2012 budget submitted last October. Significant drivers of the budget increases are growth related increases in system utilization, the Roth project and the Agency move.

In addition, the FRTIB Strategic Plan defines our overriding strategic goals to be:

- Maintain excellence in daily operations and ensure financial accountability – “Dial-tone consistency”
- Develop a motivated, talented workforce and a robust, secure FRTIB infrastructure to meet mission needs
- Launch innovative programs successfully
- Build strong partnerships with key stakeholders

Other important items of note for FY 2012 include:

- The Agency's lease at 1250 H Street expires at the end of the 2012 calendar year. Costs associated with the build-out of the new space will be a one time occurrence in FY 2012. We plan to relocate during the first half of calendar year 2012.
- We are actively proceeding towards re-competing our primary IT record keeping contract. The ultimate vendor and cost of the new contract, which will incorporate greater performance metrics, is unknown at this point and could result in higher record keeping expenses towards the end of FY 2012. Expenses could be more meaningfully impacted in FY 2013. However, the current budget estimates for these services are based on historical expenditures.

We will also need to complete separate competitions for some or all of the following record keeping operations: one of the call centers; benefit processing; system accounting services; and printing and outbound mail operations. Again, the cost of these contracted services will depend on the proposals we receive and are unknown at this time. The FY 2012 estimates for these services are based on historical expenditures.

- Near the beginning of the 2012 calendar year, several Directors are scheduled to retire. We are actively engaged in the search for the replacements for the Director of Automated Systems and the Director of External Affairs as we hope to have a period of overlap for transition.

Fiscal Year 2012 Budget

The FY 2012 budget of \$143.1 million represents an increase of \$11.3 million from the FY 2011 budgeted amount of \$131.8 million. The principal components of the FY 2012 budget are:

► **Record keeping activities: \$109.4 million (\$5.0 million above the FY 2011 budget), consisting of the following:**

- **\$37.1 million for TSP system support and TSP system software (an increase of \$0.3 million from the FY 2011 budget).**

The increase is due to a standard annual labor cost increase required by the GSA schedule for the contractors.

- **\$37.2 million for the data centers and call centers (an increase of \$3.5 million from the FY 2011 budget).**

Several factors have increased our primary and backup data center budgets. Increased mainframe utilization associated with organic growth and expansion of TSP services has resulted in increased mainframe maintenance costs, storage capacity needs and contractor staffing requirements. Additionally, the warranties for much of the hardware and mainframe software purchased as part of the IT Modernization Program are expiring, meaning that we must now incur maintenance contract costs. Also, additional communications lines are needed to support the IVR upgrade.

The call centers costs are increased due to resources needed to respond to anticipated increased volume of routine inquiries, Roth-related inquiries, and implementation of e-messaging.

- **\$35.2 million for other record keeping operations and related activities such as mail handling, data entry, benefits processing, printing and outbound mail services, and system accounting (an increase of \$1.1 million from the FY 2011 budget).**

The budget reflects increased contractor costs primarily in the benefits processing area and the costs associated with the printing and mailing of our outbound communications. The benefits workload has increased, particularly for death benefits processing, retirement court orders, child

support court orders and for payments under the Mandatory Victims Restitution Act. The increase in outbound mailing costs is related to the growth in the participant population.

► **Participant communications: \$4.2 million (\$1.6 million more than the FY 2011 budget), consisting of the following:**

- **\$3.1 million for printing of brochures, forms, and production of other communications materials (an increase of \$1.0 million from the FY 2011 budget).**

The increase is driven by the Roth project and the printing of the Plan Summary brochure and other Roth materials that were deferred in FY 2011. We again eliminated almost all discretionary participant communications, including the leaflet for G Fund only participants and a mailing to the uniformed services. To the extent possible, we will control the communications costs associated with the Roth implementation by leveraging existing communication vehicles, such as including the Roth “implementation news” with the annual statement mailing and using one of the TSP posters to focus on Roth.

- **\$1.1 million for distribution, fulfillment and associated postage costs (up \$0.6 million from the FY 2011 budget).**

This increase is due primarily to anticipated postage increases due to costs associated with adding Roth information to annual statement mailings. The budget does not include any postage rate increases.

► **Agency staff: \$16.1 million (\$2.1 million above the FY 2011 budget).**

The budget increase is driven primarily by calculating the full year expenditures (\$1.5 million) for staff hired during FY 2011. Also, for FY 2012, we have added seven Agency staff positions (\$0.4 million) in critical areas, as follows: Two finance/accounting positions; one acquisition support position; one benefits specialist; two positions in automated systems (a technical writer and an IT project specialist); and one position in strategic planning. Total approved full time positions will be 121 in FY 2012.

Consistent with the Board’s request to reduce the FY 2012 budget expenditures, this budget does not include any of the new senior executive positions contemplated as part of the previously discussed reorganization.

► **Other Agency operations: \$13.4 million (\$2.6 million more than the FY 2011 budget) consisting of the following:**

- \$3.4 million for the build-out and moving costs associated with the Agency's move to a new headquarters. This is a one-time expense.
- \$3.3 million for office rent (an increase of \$0.2 million from the FY 2011 budget), resulting from the automatic escalator clause in the Agency's lease at 1250 H Street.
- \$2.1 million for information technology costs at the Agency's offices (a decrease of \$0.9 million from the FY 2011 budget), resulting from deferral of required tech refreshes due to new equipment purchases.
- \$4.7 million for all other operating expenses (a decrease of \$0.2 million from the FY 2011 budget).

Fiscal Year 2013 Budget Estimate

The initial estimate for FY 2013 obligations is \$145.8 million, or \$2.7 million above the FY 2012 budget.

The major programs and the changes from the FY 2012 budget reflected in this estimate are:

► **Record keeping activities: \$115.2 million (\$5.9 million above the FY 2012 budget):**

- The increase is primarily due to a \$1.5 million increase in system contractor support costs and a projected increase of \$3.7 million in data center hardware and software maintenance costs. There will also be continuing increases in operations costs as transaction volumes continue to grow.
- Replacement of mainframe computers was initially planned for FY 2013. During FY 2012 and after the implementation of Roth, we will engage a contractor to perform a capacity planning study to determine if we can extend the life of this hardware into 2014 with acceptable risk. The cost of mainframe replacement has therefore been removed from the FY 2013 estimate.

► **Participant communications: \$3.9 million (a decrease of \$0.3 million from the FY 2012 budget):**

- Participant communications costs in FY 2013 are expected to be comparable to FY 2012. The costs associated with creating personalized educational materials for participants about the TSP Roth feature have not been included.

▶ **Agency staff: \$17.3 million (\$1.2 million above the FY 2012 budget):**

- Increases are estimated based on the increased number of staff hired during FY 2012 and the full year salary and benefits costs for those positions. There are no new positions currently budgeted for FY 2013.

▶ **Other Agency operations: \$9.4 million (\$4.0 million below the FY 2012 budget):**

- The reduction is due to there being no build out costs for the new Agency headquarters in FY 2013.

FEDERAL RETIREMENT THRIFT INVESTMENT BOARD BUDGET

SELECTED SUMMARIES OF INTEREST	FY 2011			FY 2012		FY 2013	
	Budget	Commitments	vs. Budget	Budget	vs. FY2011 Budget	Budget Estimate	vs. FY2012 Budget
Record Keeping							
TSP system contractor support & maintenance	36,728,313	35,888,957	(839,356)	37,063,000	334,687	38,549,000	1,486,000
Subtotal TSP Systems	36,728,313	35,888,957	(839,356)	37,063,000	334,687	38,549,000	1,486,000
Primary Data Center contractor support & Data Security	10,400,653	9,867,680	(532,973)	10,962,000	561,347	11,336,000	374,000
Primary Data Center hardware & software	7,441,214	7,094,461	(346,754)	9,085,000	1,643,786	10,789,000	1,704,000
Backup Data Center contractor support	2,340,000	2,237,499	(102,501)	2,300,000	(40,000)	2,414,000	114,000
Backup Data Center hardware & software	896,498	916,594	20,096	1,930,000	1,033,502	2,583,000	653,000
Clintwood Call Center contractor support	5,023,700	5,023,700	0	5,500,000	476,300	5,588,000	88,000
Clintwood Call Center hardware, software, and lease direct charges	1,530,090	1,252,478	(277,612)	905,000	(625,090)	957,000	52,000
Frostburg call center	5,890,800	7,278,398	1,387,598	6,400,000	509,200	7,100,000	700,000
Call center consultant	110,000	65,660	(44,340)	90,000	(20,000)	93,000	3,000
Subtotal Data, Recovery, and Call Centers	33,632,955	33,736,470	103,515	37,172,000	3,539,045	40,860,000	3,688,000
Operations (Mail, Data Entry, Printing, etc)	19,116,037	21,278,909	2,162,872	20,175,000	1,058,963	20,632,000	457,000
System Accounting	3,100,000	2,900,365	(199,635)	3,000,000	(100,000)	3,000,000	0
Communications lines for data and call centers	4,520,345	4,488,616	(31,729)	4,693,000	172,655	4,081,000	(612,000)
Postage (TSP System Mailings) - Notices/Statements	7,275,000	7,037,220	(237,780)	7,283,000	8,000	8,126,000	843,000
Subtotal Operations, Accounting, Communications, & Postage	34,011,382	35,705,110	1,693,728	35,151,000	1,139,618	35,839,000	688,000
Total Record Keeping	104,372,650	105,330,537	957,887	109,386,000	5,013,350	115,248,000	5,862,000
Communications							
Brochures Printing	551,000	259,752	(291,248)	1,051,000	500,000	714,000	(337,000)
Other Printing (Posters, Highlights, DVDs, Leaflets)	1,247,000	875,443	(371,557)	1,695,000	448,000	1,721,000	26,000
Other Communication Materials	288,000	112,022	(175,978)	314,000	26,000	316,000	2,000
Subtotal Print Materials	2,086,000	1,247,218	(838,782)	3,060,000	974,000	2,751,000	(309,000)
Distribution and Fulfillment	247,000	161,308	(85,692)	372,000	125,000	242,000	(130,000)
Postage (Discretionary Mailings)	270,000	160,000	(110,000)	750,000	480,000	900,000	150,000
Subtotal Other Interest	517,000	321,308	(195,692)	1,122,000	605,000	1,142,000	20,000
Total Communications	2,603,000	1,568,526	(1,034,474)	4,182,000	1,579,000	3,893,000	(289,000)
Personnel salaries and benefits	13,974,700	13,363,813	(610,887)	16,118,000	2,143,300	17,273,000	1,155,000
Other Agency Operations							
Office Rent	3,014,000	3,013,890	(110)	3,250,000	236,000	2,957,000	(293,000)
IT hardware/software/services here in the agency	2,904,650	1,743,019	(1,161,631)	2,065,000	(839,650)	1,961,000	(104,000)
All other expenses (eg. supplies, training, consultants)	4,961,000	3,592,516	(1,368,484)	4,758,000	(203,000)	4,491,000	(267,000)
77 K move	0	95,000	95,000	3,367,000	3,367,000	0	(3,367,000)
Total Other Agency Operations	10,879,650	8,444,425	(2,435,225)	13,440,000	2,560,350	9,409,000	(4,031,000)
GRAND TOTAL	131,830,000	128,707,300	(3,122,700)	143,126,000	11,296,000	145,823,000	2,697,000

FEDERAL RETIREMENT THRIFT INVESTMENT BOARD BUDGET

SUMMARY - OFFICE TOTALS	FY 2011			FY 2012		FY 2013	
	Budget	Commitments	vs. Budget	Budget	vs. FY2011 Budget	Budget Estimate	vs. FY2012 Budget
EXECUTIVE DIRECTOR							
Agency Operations	729,000	546,988	(182,012)	729,000	0	742,000	13,000
77 K move	0	0	0	3,367,000	3,367,000	0	(3,367,000)
Total	729,000	546,988	(182,012)	4,096,000	3,367,000	742,000	(3,354,000)
AUTOMATED SYSTEMS							
Agency Operations	6,921,650	5,628,512	(1,296,138)	7,144,000	222,350	7,564,000	420,000
External Vendors (Record Keeping)	63,966,613	61,795,061	(2,171,552)	67,098,000	3,131,387	70,778,000	3,680,000
Total	70,888,263	67,421,574	(3,466,690)	74,242,000	3,353,737	78,342,000	4,100,000
EXTERNAL AFFAIRS	426,000	406,428	(19,572)	448,000	22,000	402,000	(46,000)
FINANCE							
Agency Operations	5,078,000	4,437,368	(640,632)	6,042,000	964,000	6,230,000	188,000
External Vendors (Record Keeping)	3,100,000	2,900,365	(199,635)	3,000,000	(100,000)	3,000,000	0
External Vendors (Administrative Support)	591,000	551,431	(39,569)	486,000	(105,000)	361,000	(125,000)
Facilities (excluding 77 K move)	3,178,000	3,226,300	48,300	3,577,000	399,000	3,129,000	(448,000)
Total	11,947,000	11,115,464	(831,536)	13,105,000	1,158,000	12,720,000	(385,000)
GENERAL COUNSEL	1,186,000	830,259	(355,741)	1,175,000	(11,000)	1,252,000	77,000
INVESTMENTS	857,000	783,003	(73,997)	833,000	(24,000)	852,000	19,000
PARTICIPANT SERVICES							
Agency Operations	4,684,000	4,373,618	(310,383)	4,515,000	(169,000)	4,940,000	425,000
External Vendors (Record Keeping)	37,306,037	40,635,010	3,328,973	39,313,000	2,008,963	41,399,000	2,086,000
Communications Materials	2,603,000	1,568,526	(1,034,474)	4,182,000	1,579,000	3,883,000	(289,000)
Total	44,593,037	46,577,154	1,984,117	48,010,000	3,416,963	50,232,000	2,222,000
RESEARCH AND STRATEGIC PLANNING	1,203,700	1,028,431	(177,269)	1,217,000	13,300	1,281,000	64,000
GRAND TOTALS	131,830,000	128,707,300	(3,122,700)	143,126,000	11,296,000	145,823,000	2,697,000
Fiduciary Insurance	500,000	225,000	(275,000)	500,000	0	500,000	0
SUMMARY - BY EXPENDITURE TYPE							
Agency Operations	21,085,350	18,030,606	(3,054,744)	22,103,000	1,017,650	23,263,000	1,160,000
External Vendors (Record Keeping)	104,372,650	106,330,437	957,787	109,411,000	5,038,350	115,177,000	5,766,000
External Vendors (Administrative Support)	591,000	551,431	(39,569)	486,000	(105,000)	361,000	(125,000)
Facilities (excluding 77 K move)	3,178,000	3,131,300	(46,700)	3,577,000	399,000	3,129,000	(448,000)
Communications Materials	2,603,000	1,568,526	(1,034,474)	4,182,000	1,579,000	3,883,000	(289,000)
77 K move	0	95,000	95,000	3,367,000	3,367,000	0	(3,367,000)
GRAND TOTALS	131,830,000	128,707,300	(3,122,700)	143,126,000	11,296,000	145,823,000	2,697,000

FEDERAL RETIREMENT THRIFT INVESTMENT BOARD BUDGET

SUMMARY - OBJECT CLASS TOTALS	FY 2011			FY 2012		FY 2013	
	Budget	Commitments	vs. Budget	Budget	vs. FY2011 Budget	Budget Estimate	vs. FY2012 Budget
11.0 PERSONNEL COMPENSATION							
11.1 Full-Time Permanent Salaries	9,627,700	9,534,043	(93,657)	11,911,000	2,283,300	12,787,000	876,000
11.3 Other than full-time permanent	532,000	293,064	(238,936)	499,000	(33,000)	499,000	0
11.5 Other Compensation	100,000	97,612	(2,388)	60,000	(40,000)	72,000	12,000
Total 11.0 PERSONNEL COMPENSATION	10,259,700	9,924,719	(334,981)	12,470,000	2,210,300	13,358,000	888,000
12.0 PERSONNEL BENEFITS	3,710,000	3,439,093	(270,907)	3,848,000	(62,000)	3,915,000	267,000
21.0 TRAVEL AND TRANSPORTATION OF PERSONS	401,000	250,883	(150,117)	454,000	53,000	464,000	10,000
22.0 TRANSPORTATION OF THINGS	100,000	0	(100,000)	100,000	0	75,000	(25,000)
23.0 RENT, COMMUNICATIONS, AND UTILITIES							
23.1 Rental Payments to others	3,479,000	3,480,300	1,300	3,730,000	251,000	3,450,000	(280,000)
23.3 Communications, Utilities, and Misc. Charges	12,255,345	11,935,563	(319,782)	12,880,000	624,655	13,221,000	341,000
Total 23.0 RENT, COMMUNICATIONS, AND UTILITIES	15,734,345	15,415,863	(318,482)	16,610,000	875,655	16,671,000	61,000
24.0 PRINTING AND REPRODUCTION							
Printing of Participant Communications Materials	2,036,000	1,250,645	(785,355)	3,000,000	964,000	2,691,000	(309,000)
Warehouse and Distribute of Partic. Communications Materials	247,000	161,308	(85,692)	372,000	125,000	242,000	(130,000)
Other Printing	78,000	24,415	(53,585)	78,000	0	81,000	3,000
Total 24.0 PRINTING AND REPRODUCTION	2,361,000	1,436,368	(924,632)	3,450,000	1,089,000	3,014,000	(436,000)
25.0 OTHER CONTRACTUAL SERVICES							
25.1 Advisory and Assistance Services	1,638,000	1,337,822	(300,178)	693,000	(945,000)	664,000	(29,000)
25.2 Other Commercial Services							
Training	427,000	260,949	(166,051)	469,000	42,000	443,000	(26,000)
Commercial Contracts and Other Expenses	85,671,685	86,490,298	818,613	92,797,000	7,125,315	92,646,000	(151,000)
Subtotal 25.2 Other Commercial Services	86,098,685	86,751,247	652,562	93,266,000	7,167,315	93,089,000	(177,000)
25.3 Services from other Government Agencies	1,254,000	1,045,200	(208,800)	631,000	(623,000)	714,000	83,000
Total 25.0 OTHER CONTRACTUAL SERVICES	88,990,685	88,134,269	(856,416)	94,590,000	5,599,315	94,467,000	(123,000)
26.0 SUPPLIES AND MATERIALS							
Office and ADP Supplies	102,042	77,793	(24,249)	128,000	25,958	129,000	1,000
Subscriptions and Publications	89,000	42,584	(46,416)	92,000	3,000	96,000	4,000
Total 26.0 SUPPLIES AND MATERIALS	191,042	120,377	(70,665)	220,000	28,958	225,000	5,000
31.0 EQUIPMENT							
ADP Software	9,181,478	7,665,909	(1,515,569)	9,608,000	426,522	10,841,000	1,233,000
ADP Hardware	850,750	1,211,750	361,000	1,921,000	1,070,250	2,754,000	833,000
Office Equipment	35,000	2,741	(32,259)	30,000	(5,000)	23,000	(7,000)
Office Furniture	15,000	105,328	90,328	25,000	10,000	16,000	(9,000)
Total 31.0 EQUIPMENT	10,082,228	8,985,728	(1,096,500)	11,584,000	1,501,772	13,634,000	2,050,000
GRAND TOTAL	131,830,000	128,707,300	(3,122,700)	143,126,000	11,296,000	145,823,000	2,697,000
Fiduciary Insurance	500,000	225,000	(275,000)	500,000	0	500,000	0