

Port Angeles School District
Fiscal Advisory Committee Report
April 21, 2003

BACKGROUND

In the summer of 2002, it became clear that the financial stability of the Port Angeles School District would continue to be significantly affected by a number of issues. Foremost among these issues were a continuing decline in student enrollment since the 1997-98 school year, and reductions in school funding made by our state legislature responding to a declining state economy. Appendix A provides a 40-year overview of district enrollment history and projections. Appendix B displays summary enrollment data for each school site in the district. Appendix C details the most current information available to the committee about proposed state funding cuts that would affect the district.

The Port Angeles School Board recognized that difficult decisions would need to be made to assure that the district would maintain an appropriate fiscal balance for the 2003-04 school year and beyond. Community input was considered essential by the board before arriving at decisions to cut highly desirable programs, student services, and support operations.

To facilitate these difficult decisions, the board established a Fiscal Advisory Committee. Its sixteen members included board members Charlie McClain and Cindy Kelly; central services and school administrators Gary Cohn, Jim Jones, Michelle Reid, and Mary Hebert; union leaders Barry Burnett and Jim Varella; certificated staff members Lisa Lisk and Anton Wishik; students Thom Jacobs and Joanne Ross; and community members Tina Smith-O'Hara, Randy McHone, Robert Worthy, and Lori Frederick. Gary McLaughlin participated in several meetings on Mrs. Reid's behalf. The committee's charge was to analyze the district's financial position, assess the additional uncertainty of state funding, and make budget recommendations to the school board. The committee's focus was program, activities, operations expenses which should be reduced, and revenue that could be increased to balance the school district's budget.

The Fiscal Advisory Committee held the first of its 12 meetings on November 6, 2002, and set a meeting schedule through April 16, 2003. Port Angeles School District Board of Directors President Charlie McClain and Dr. Gary Cohn, district superintendent, in their initial remarks to the committee, reminded members that committee recommendations would be advisory in nature, and should be presented as a broad-based set of potential actions which could be considered by district leadership and the board of directors for possible implementation.

PARAMETERS

It was acknowledged that there were forces beyond the control of the committee, which had to be taken into consideration in making its recommendations for balancing budgets. To provide context for these recommendations, the committee reviewed the work from the 2002-03 Budget Development Committee (see Appendix D for 2002-03 recommendations adopted by the board), as well as the set of parameters adopted by the prior committee to shape its recommendations:

1. The processes utilized to balance the budget will involve the community and staff and encourage open thinking.
2. The General Fund budget for 2003-04 and beyond will be balanced. An adequate ending fund balance, in line with Board Policy, will be maintained.
3. The budget will provide for compliance with applicable state and federal laws.
4. The budget will meet state and federal audit requirements.
5. The budget will be responsive to Port Angeles School District policy and procedures, together with the Strategic Plan and Board Value statements.
6. The budget will respect current collective bargaining agreements.

Judgments were made within the frameworks of several financial parameters as well. The expense cuts anticipated (1) a small increase in levy revenue due to a tax base adjustment, (2) formula-driven reductions in certificate staff resulting from enrollment decline, and (3) bargaining in spring and summer could increase district-wide employee-related expenses.

These parameters helped to place all of the work into a context that acknowledged there were long-term considerations, study, and actions, which would have to be taken in order to accomplish some of the proposed recommendations.

PROCESS

In addressing the balancing of budgets, three areas of focus were identified. They included ideas that would (1) increase revenues, (2) enhance operational efficiencies, and (3) reduce current program/staff expenditures. The process employed to review each of the three areas was identical. First, detailed financial information about the District was carefully studied. Committee members poured over a large volume of district budget, enrollment, and staffing reports. Second, information from the work of other school districts was reviewed and discussed. This led to committee members brainstorming lists which were then organized by themes. Background data and research was requested and provided to assist the committee in examining potential recommendations for viability. Suggested items were debated, revised, combined and formed into potential recommendations. Third, a listing of impacts, both pro and con, were formulated around each potential recommendation, and information from the district's principals was also reviewed.

The committee voted on recommendations on four separate occasions during its deliberations, each time adjusting priorities based upon new information or extended discussion. On April 16, the committee agreed upon a set of final recommendations and priorities, judged against the District's Strategic Plan and Board Value Statements. Finally, brainstormed ideas which were judged to be impractical or did not gain any support from committee members were deleted.

REVENUE INCREASE AND EXPENDITURE DECREASE RECOMMENDATIONS

There are very few places where any significant revenue gains can be realized without putting continued support for our levy into jeopardy. That being said, the following table does contain a few revenue enhancing ideas that gained support from the committee. But the committee's goal of net fiscal enhancement has led it to co-mingle those revenue enhancing ideas with the expense cutting ideas in the same spreadsheet—for relative ranking purposes—together with an estimate

of the impacts that might be felt due to implementation. The recommendations are listed in rank order, based upon the vote values listed below. The percentage assigned each recommendation indicates the proportion of 12 possible points it received (12 members voted).

- 3 = recommend (1 point)
- 2 = worth consideration (½ point)
- 1 = not in favor (0 points)

The committee fully understands that there are going to be significant educational, political, as well as economic impacts and consequences for each and every recommendation. The majority of committee members believe that these suggestions give the district the best chance to balance the budget with the least impact on its ability to provide high quality teaching and learning.

| | Description of Modifications 2003-04 Budget Year | Estimate | Running Total | Rankings | | | Percent | Explanatory Notes |
|-----------|---|----------|------------------|----------|---|----|---------|--|
| | | | | 1 | 2 | 3 | | |
| 1 | Increase facility rental fees | \$13,000 | \$13,000 | 0 | 0 | 12 | 100.00 | Doubling current fees and revenues. |
| 2 | Increase free and reduced lunch participation | \$19,600 | \$32,600 | 0 | 0 | 12 | 100.00 | Assumes a 5% increase in free and reduced participation (14,028 more meals per year) less extra costs. |
| 3 | Extend half-days through lunch period | \$4,002 | \$36,602 | 0 | 0 | 12 | 100.00 | Feeds students before they go home on half-days. |
| 4 | Reduce high school and middle school sports | \$61,975 | \$98,577 | 0 | 0 | 12 | 100.00 | Eliminates all 3rd teams, in any sport. High school savings \$36,475 (Frosh Football, Frosh Volleyball, Frosh Boys Basketball, Frosh Girls Basketball, Frosh Baseball, Frosh Softball) and middle schools savings \$25,500 (Third Teams in Volleyball, Boys Basketball, Girls Basketball). |
| 5 | Cut instructional materials budget by 10% | \$22,500 | \$121,077 | 0 | 0 | 12 | 100.00 | Cuts 10% out of annual budget of \$225,000. |
| 6 | Economize bus routes by standardizing late start | \$11,000 | \$132,077 | 0 | 1 | 11 | 95.83 | Assumes all schools adopt late-start Wednesdays at same time differential as other school days. |
| 7 | Restructure Choice Community School administration | \$35,000 | \$167,077 | 1 | 0 | 11 | 91.67 | Cuts 1/2 administrator, adds lead teacher. |
| 8 | Eliminate summer school entirely | \$4,000 | \$171,077 | 0 | 2 | 10 | 91.67 | Would result in approximately \$75,000 of Title I expenditures being used for other purposes; would reduce revenues by fees collected (\$13,000 expected 2002-03). Estimated budget savings of \$4,000 from high school students eligible for free and reduced lunch who don't have to pay fees, and who are not eligible for Title I payment. |
| 9 | Pursue advertising in schools within existing policy | \$10,000 | \$181,077 | 1 | 1 | 10 | 87.50 | Estimate based upon local business advertising market only. |
| 10 | Mandate increased recycling district-wide | \$10,000 | \$191,077 | 1 | 3 | 8 | 79.17 | Assumes reducing one dumpster charge per month, per school (\$300 x 9 x 12 mos. = \$32,400). |

| Description of Modifications 2003-04 Budget Year | Estimate | Running Total | Rankings | | | Percent | Explanatory Notes |
|--|-----------|------------------|----------|---|---|---------|--|
| | | | 1 | 2 | 3 | | |
| 11 Change high school sports offerings to those supported by the Narrows League | \$13,500 | \$204,577 | 2 | 1 | 9 | 79.17 | Adds Women's Bowling, drops Gymnastics and Lacrosse. Assumes Lacrosse and Gymnastics could be supported privately, as a "club" sport, as is done in many other communities. |
| 12 Reduce personal services contracts | \$15,000 | \$219,577 | 1 | 3 | 8 | 79.17 | \$75,500 is total outside of special education, grants, and food services expenditures; 20% is \$15,000. |
| 13 Reduce student instructional days by 5 per year and use these for needed staff development and training | \$63,800 | \$283,377 | 1 | 4 | 7 | 75.00 | Assumes 5 days of reductions in busing (\$25,400), para-educators (\$35,400), and substitute teachers (\$3,000) only. Does not consider reductions in teacher work days @ \$78,781. Could eliminate savings in #3 above by eliminating any 1/2 days. |
| 14 Cut 10% from the Port Angeles School Board budget | \$3,500 | \$286,877 | 3 | 0 | 9 | 75.00 | Total board budget for 2002-03 is \$65,600, including \$30,000 for levy election costs. Next year, without it, 10% of the balance would be \$3,500. |
| 15 Make 5% reductions in building budgets across the district including Central Services Building | \$27,000 | \$313,877 | 1 | 4 | 7 | 75.00 | Estimate of savings assumes 5% cut would be only school "base budget", not from Title XIX, staff development, carryover, or technology allocations. |
| 16 Eliminate outside laundry expense at bus barn | \$3,600 | \$317,477 | 3 | 1 | 8 | 70.83 | Cuts \$600.00 per month from laundry service, less \$300 per month in supplies and utilities expense. |
| 17 Seek school sponsorships from businesses and foundations | \$10,000 | \$327,477 | 1 | 5 | 6 | 70.83 | Estimated. |
| 18 Change breakfast time to between 1st and 2nd hour of school | \$59,300 | \$386,777 | 3 | 2 | 7 | 66.67 | Assumes 550 more breakfasts per day with net extra profit of \$59,300. |
| 19 Eliminate outdoor education for all 6th grades | \$32,000 | \$418,777 | 5 | 0 | 7 | 58.33 | Eliminates science program offering from Olympic Park Institute; yearly cost of \$63,000 is partially funded by grants. |
| 20 Allow no more than 6 periods of classes, per student, unless they are credit deficient | \$2,000 | \$420,777 | 3 | 3 | 4 | 55.00 | Schools are staffed at levels generated by FTE (max 1.0); would not cut any teaching costs; could help decrease class sizes at the high school; would reduce some utilities and custodial expenses. |
| 21 Eliminate behavior intervention specialists in elementary and middle schools | \$129,000 | \$549,777 | 5 | 1 | 6 | 54.17 | Grant funding received to support behavior intervention specialists concludes 2002-03. The board agreed to fund additional costs (\$129,000) during 2002-03 for transition. Retaining the existing positions costs approximately \$237,000 in 2003-04 (3 @ \$55,000; 1 @72,000). |
| 22 Reduce non-certificated staff support | \$15,000 | \$564,777 | 4 | 3 | 5 | 54.17 | Estimate of proposed classified staffing formula savings from current cost. |
| 23 Increase FTEs through dedicated outreach program | \$65,000 | \$629,777 | 4 | 5 | 3 | 45.83 | Assumes gain of 43 FTE @ \$4500 for \$193,500, less 2 new teachers @ \$64,227. |

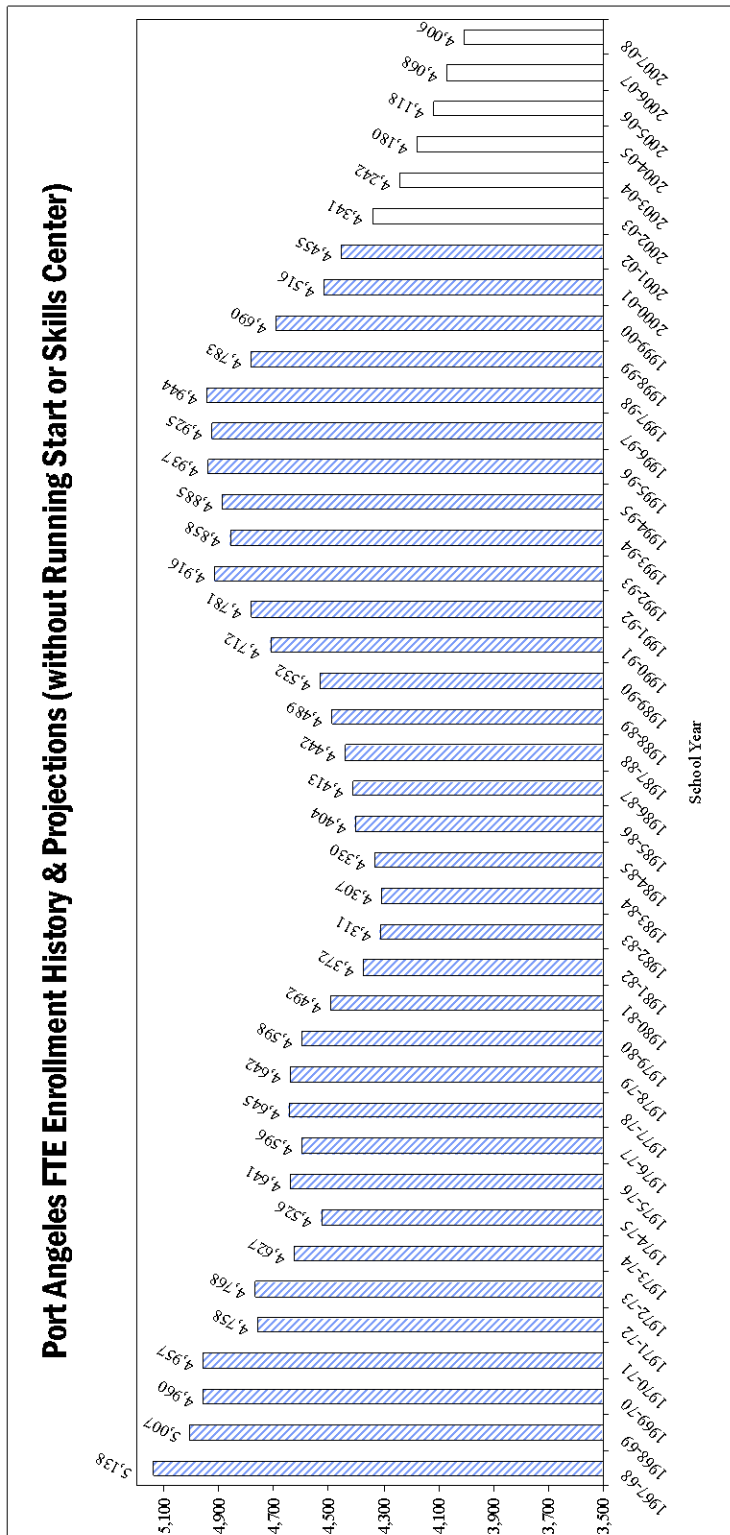
| 2003-04 Budget Year | Description of Modifications | Estimate | Running Total | Rankings | | | Percent | Explanatory Notes |
|---------------------|---|-----------|---------------|----------|---|---|---------|---|
| | | | | 1 | 2 | 3 | | |
| 24 | Host conferences (cut travel) | \$6,000 | \$635,777 | 6 | 0 | 5 | 45.45 | Estimate of conference travel less consultant expense. |
| 25 | Restrict school field trips (cut from building budgets) | \$60,998 | \$696,775 | 6 | 2 | 3 | 36.36 | Eliminates \$14.00 per FTE from school budgets for field trips. |
| 26 | Eliminate <i>Visions</i> quarterly newsletter | \$25,000 | \$721,775 | 8 | 1 | 3 | 29.17 | Eliminates all budgeted costs for <i>Visions</i> district-wide quarterly newsletter. |
| 27 | Make summer school self-supporting | \$70,000 | \$791,775 | 9 | 1 | 2 | 20.83 | Estimate 200 students @ \$350.00 for \$70,000. |
| 28 | Eliminate all busing within one mile "walk-zone" | \$100,000 | \$891,775 | 9 | 0 | 2 | 18.18 | Provide adults to supervise walking elementary students at designated sites (e.g., bus stops) to collect groups of students and walk them all the way to school and back home again, every day. Savings would come from previously estimated \$305,000 less \$205,000 additional cost for 44 para-educators (2 for each group of 30 students, 2 hours each day, @ \$13.00 per hour of estimated 650 students involved in the daily walking. |
| 29 | Pay-for-play for athletics, music, other extra-curricular | \$101,100 | \$992,875 | 9 | 2 | 1 | 16.67 | Charging \$100.00 per season per student at high school and \$50.00 at middle schools. |
| 30 | Economize bus routes by eliminating late start | \$11,000 | \$1,003,875 | 10 | 0 | 2 | 16.67 | Assumes all schools drop late-start Wednesdays |
| 31 | Require double-sided photocopies at all schools | \$4,000 | \$1,007,875 | 10 | 1 | 1 | 12.50 | Assumes 1,000,000 less sheets of paper per year @ \$.004 per sheet . |
| 32 | Cut middle school football | \$16,750 | \$1,024,625 | 10 | 1 | 1 | 12.50 | Cuts 4 coaches, equipment, and transportation; affects 100 to 150 students. |
| 33 | Eliminate Choice Community School and consolidate into Port Angeles High School | \$280,000 | \$1,304,625 | 9 | 0 | 1 | 10.00 | Cuts 1/2 administrator, 1 secretary, 1/2 custodian, 2 teachers, busing, and utilities. |
| 34 | Cut busing within 1 mile walk zones for all students | \$305,000 | \$1,609,625 | 10 | 0 | 1 | 9.09 | Approximately 1/3 of operations cost; affects 650 students per day. |
| 35 | Eliminate ROTC at Port Angeles High School | \$2,450 | \$1,612,075 | 10 | 0 | 1 | 9.09 | Saves \$55,000, less absorbing 18 FTE (90 students ÷ 5 periods) into other classes could add .82 new teacher (\$52,549). |
| 36 | Cut all middle school sports | \$102,100 | \$1,714,175 | 10 | 0 | 1 | 9.09 | Cuts 24 coaches, equipment, transportation; affects 650 to 700 students. |
| 37 | Increase lunch periods at Port Angeles High School (close campus) | \$50,580 | \$1,764,755 | 11 | 1 | 0 | 4.17 | Assumes increase of 450 meals per day at high school; net additional profit of \$281.00 per day. |
| 38 | Increase student/teacher ratio | \$353,248 | \$2,118,003 | 12 | 0 | 0 | 0.00 | Changing current student/teacher ratio (from 19.2:1 to 20.2:1) would reduce 11 teachers @ \$64,227, but would result in reduced state funding of about half of that. |
| 39 | Eliminate photocopying for classroom use | \$70,000 | \$2,188,003 | 11 | 0 | 0 | 0.00 | Assumes 5,000,000 less copies per year @ \$.014. |

| Description of Modifications 2004-05 Budget Year And Beyond | Estimate | Running Total | Rankings | | | Percent | Explanatory Notes |
|--|-------------|------------------|----------|---|----|---------|--|
| | | | 1 | 2 | 3 | | |
| 1 Raise levy amount to maximum allowed | \$1,097,426 | \$1,097,426 | 0 | 2 | 10 | 91.67 | Maximum levy authority under current 24% lid (\$5,991,617) less 2002-03 levy amount (\$4,894,191) . |
| 2 Operate schools at a "break-even" FTE (350+) level only | \$390,518 | \$1,487,944 | 1 | 1 | 9 | 86.36 | Results in closing 1 elementary school; students reassigned to others; cuts 1 principal, 1 secretary, 1 1/2 custodians, 2 teachers, busing, and utilities. |
| 3 Restructure grade levels to maximize efficiency | \$826,399 | \$2,314,343 | 0 | 3 | 8 | 86.36 | Closes 1 elementary, converts others to K-4; restructures Choice Community School; converts one middle school into a 5 - 6 school, the other into a 7 - 8; cuts 1/2 of middle school extracurricular expenses. |
| 4 Reduce Running Start opportunities, e.g., re-define "Junior status", require full year U.S. History, etc. | \$38,660 | \$2,353,003 | 5 | 4 | 3 | 41.67 | Could retain 1/3 of Running Start students on high school campus; 30 FTE @\$4500 is \$135,000, less 1.5 new teachers @ 64,227. |
| 5 Sell Central Services Building and move into Port Angeles High School | \$3,400 | \$2,356,403 | 10 | 1 | 1 | 12.50 | Saves utilities at Central Services Building (assumes minimal increase at high school), but no personnel efficiencies. |

Ranking key: 1 = Not in favor; 2 = Worth consideration; 3 = Recommend

Questions about budget items may be sent to the Port Angeles School District at budget_questions@pasd.wednet.edu. Answers will be posted on the district's web site at www.pasd.wednet.edu. Budget suggestions may be sent to budget_ideas@pasd.wednet.edu.

Appendix A



Appendix B

**Port Angeles School District
Schools' Annual Average FTE Enrollment History & Projections**

| | 1995- 1996 | 1996- 1997 | 1997- 1998 | 1998- 1999 | 1999- 2000 | 2000- 2001 | 2001- 2002 | 2002- 2003 | 2003- 2004 | 2004- 2005 |
|-----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Dry Creek | 164.2 | 401.8 | 404.8 | 371.5 | 351.8 | 321.8 | 350.5 | 347.0 | 342.0 | 349.0 |
| Fairview | 243.4 | 240.6 | 241.7 | 234.4 | 231.2 | 243.4 | 228.9 | 220.0 | 220.0 | 213.0 |
| Franklin | 494.4 | 469.8 | 467.3 | 448.9 | 407.7 | 418.1 | 405.9 | 364.0 | 362.0 | 362.0 |
| Hamilton | 558.2 | 421.0 | 423.7 | 376.6 | 384.9 | 332.7 | 339.9 | 353.0 | 322.0 | 323.0 |
| Jefferson | 409.9 | 306.6 | 276.9 | 268.3 | 264.1 | 258.9 | 196.9 | 208.0 | 216.0 | 228.0 |
| Monroe | 269.2 | 258.4 | 269.4 | 283.0 | 276.5 | 252.1 | 273.5 | 239.0 | 216.0 | 203.0 |
| Roosevelt | 621.3 | 600.1 | 599.9 | 566.3 | 550.3 | 527.6 | 539.2 | 529.0 | 540.0 | 517.0 |
| Stevens | 599.5 | 599.6 | 615.3 | 612.6 | 608.8 | 599.0 | 576.7 | 597.0 | 603.0 | 577.0 |
| Choice | 82.8 | 83.2 | 110.0 | 138.8 | 132.6 | 124.2 | 115.4 | 110.0 | 98.0 | 86.0 |
| High School | 1,494.0 | 1,544.0 | 1,491.5 | 1,441.8 | 1,437.3 | 1,395.6 | 1,391.0 | 1,338.0 | 1,278.0 | 1,280.0 |
| P.A.P | 0.0 | 0.0 | 42.2 | 40.5 | 42.2 | 43.4 | 37.7 | 36.0 | 45.0 | 43.0 |
| TOTALS | 4,937.0 | 4,925.1 | 4,942.6 | 4,782.7 | 4,687.3 | 4,516.7 | 4,455.8 | 4,341.0 | 4,242.0 | 4,181.0 |
| Skills Center | 0.0 | 0.0 | 42.5 | 52.2 | 66.2 | 71.8 | 86.5 | 99.0 | 150.0 | 171.0 |
| Running Start | 94.0 | 97.7 | 90.4 | 129.0 | 116.7 | 117.7 | 100.3 | 95.0 | 90.0 | 90.0 |
| Elementary Average | 356.6 | 349.7 | 347.3 | 330.4 | 319.4 | 304.5 | 299.3 | 288.5 | 279.7 | 279.7 |
| Middle School Average | 610.4 | 599.8 | 607.6 | 589.5 | 579.6 | 563.3 | 558.0 | 563.0 | 571.5 | 547.0 |

As of April 9, 2003

Appendix C

Prepared by: Office of Superintendent of Public Instruction
Estimated Budget Impacts of Proposed 2003-05 Budgets on State Revenues
 Based Upon School Districts Budgeted Data Submitted for the 2002-03 School Year

The Information At The Bottom Is An Integral Part Of This Analysis

| Name | | PORT ANGELES | | ← Select District or ESD | | School Year Basis = | | |
|--------------------------|----------------|---|-------------------------|-------------------------------------|---|---|---|---|
| (Do Not Edit this table) | | | | | | | | |
| School Year | Group | Description | Current 2002-03 Funding | 2003-04 Projected Maintenance Level | Governor's Budget Difference from Maintenance | Senate Budget Difference from Maintenance | | |
| 2003-04 | Basic Programs | Basic Education Enrollment | 16,288,246 | 19,065,768 | 0 | 0 | 0 | |
| | | Better Schools - Class Size Enforcement | 0 | 0 | 0 | 0 | 0 | |
| | | Social Educator | 2,233,186 | 2,273,304 | 0 | 0 | 0 | |
| | | Special Education - Federal Formula Incentive | 0 | 0 | 0 | 0 | 0 | |
| | | Student Information System | 770,700 | 709,700 | 0 | 0 | 0 | |
| | | Learning Assistance Program | 130,240 | 130,900 | 22,190 | 0 | 0 | |
| | | Language Acquisition | 17,277 | 17,700 | 0 | 0 | 0 | |
| | | Highly Capable | 30,174 | 20,777 | 3,721 | 0 | 0 | |
| | | 175C - Required COA per Initiative | 0 | 553,757 | 653,757 | 0 | 0 | |
| | | Inflation Costs of Health Insurance | 0 | 270,382 | 190,094 | 0 | 0 | |
| | | | | 24,134,242 | 22,536,413 | 426,363 | 0 | 0 |
| | | Grants and Allocations | | 1,200,262 | 230,262 | 0 | 0 | 0 |
| | | 736,207 | 297,100 | 0 | 0 | 0 | | |
| | | 170,713 | 100,013 | 0 | 0 | 0 | | |
| | | 293,337 | 0 | 0 | 0 | 0 | | |
| | | 50,000 | 50,000 | 0 | 0 | 0 | | |
| | | 3,500 | 3,500 | 0 | 0 | 0 | | |
| | | 1,359,500 | 2,290,777 | 261,923 | 0 | 0 | | |
| 2003-04 Total | | 24,130,527 | 25,233,184 | 687,306 | 0 | 0 | | |

Appendix D

**Budget Committee Recommendations
Adopted by the School Board for 2002-03**

| Amount | Description of item |
|-----------------------|---|
| \$ (125,000.00) | Addition of BIS positions to elementary schools |
| \$ 290,000.00 | Reduce Classified positions throughout the District |
| \$ 33,000.00 | Resume 1 mile walk zone for middle school and high school aged students, consolidate routes to reflect reduction in students--2.0 FTE |
| \$ 726,000.00 | Adjust Certificated Instructional Staff to State Basic Ed formula staffing |
| \$ 90,000.00 | Administrative reductions in staff per staffing formula (1 : 350 FTE) |
| \$ 160,000.00 | Net savings estimate for 2002-03 Special Ed program |
| \$ 71,000.00 | Reduce LID days from 3 to 2 to reflect State funding |
| \$ 17,000.00 | Eliminate Drivers Ed program |
| \$ 28,000.00 | Reduce Central Office classified--1.0 FTE |
| \$ 22,000.00 | Reduce Central Office classified and NERCS |
| \$ 50,000.00 | Eliminate DARE program (outside contracts) due to loss of grant funding |
| \$ 50,300.00 | 10% reduction in base building budgets-across the board |
| \$ 12,000.00 | No "automatic" classified substitutes |
| \$ 50,000.00 | Trim Extra-Curricular Athletics |
| \$ 10,000.00 | Cut utility expenses by an additional 2% |
| \$ 13,200.00 | Reduce "Visions" to 4 per year |
| \$ 17,500.00 | Increase recycling efforts; half of savings back to schools |
| \$ - | Minimize day workshops |
| \$ 15,000.00 | Reduce non grant-funded travel & staff development |
| \$ 20,000.00 | Eliminate BEA support for Summer School/increase fees & grants |
| <u>\$ 50,000.00</u> | Cut technology equipment purchases from program 01 and 97 |
| \$1,600,000.00 | Total estimated savings available |