



FY 2016

# Dennis-Yarmouth Regional School District

*Empowering each student to achieve excellence  
with integrity in a changing world*

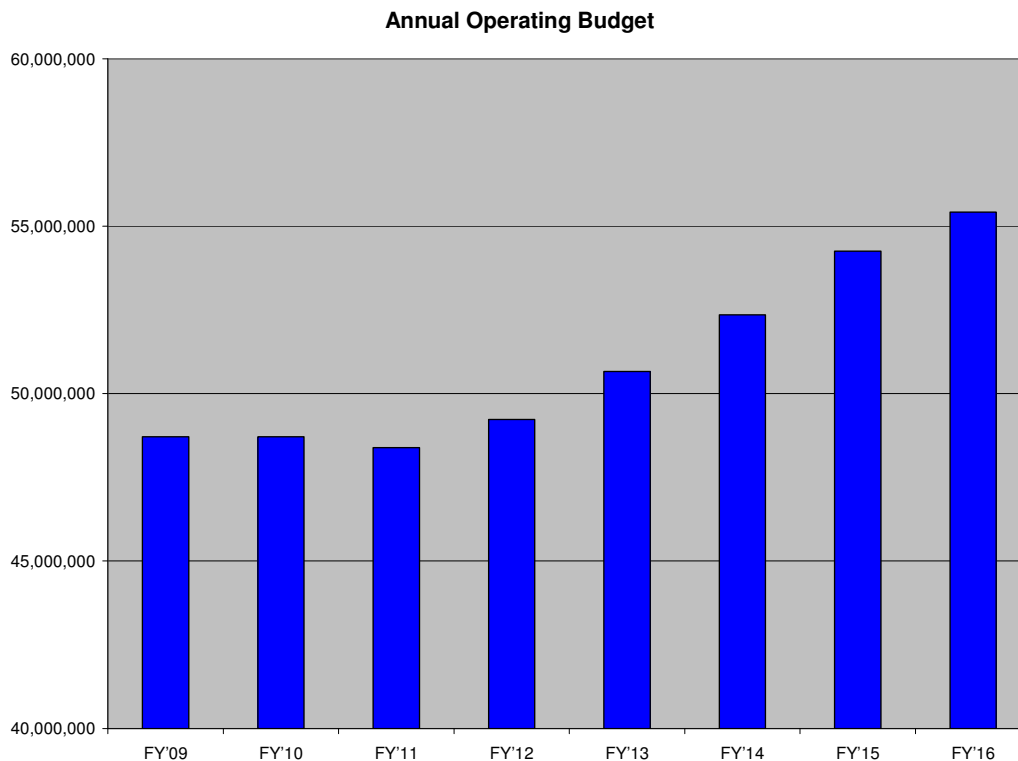


## ***Budget Goals: Responsible & Realistic***

The primary goal of the school district's budget process is to produce a result that is both responsible and realistic. A **“responsible”** budget addresses the various needs of our students based on data, research, and agreed-upon goals and objectives, while a **“realistic”** budget meets those needs through the most efficient use of existing and additional resources. We believe that we have achieved both of these goals with our budget proposal.

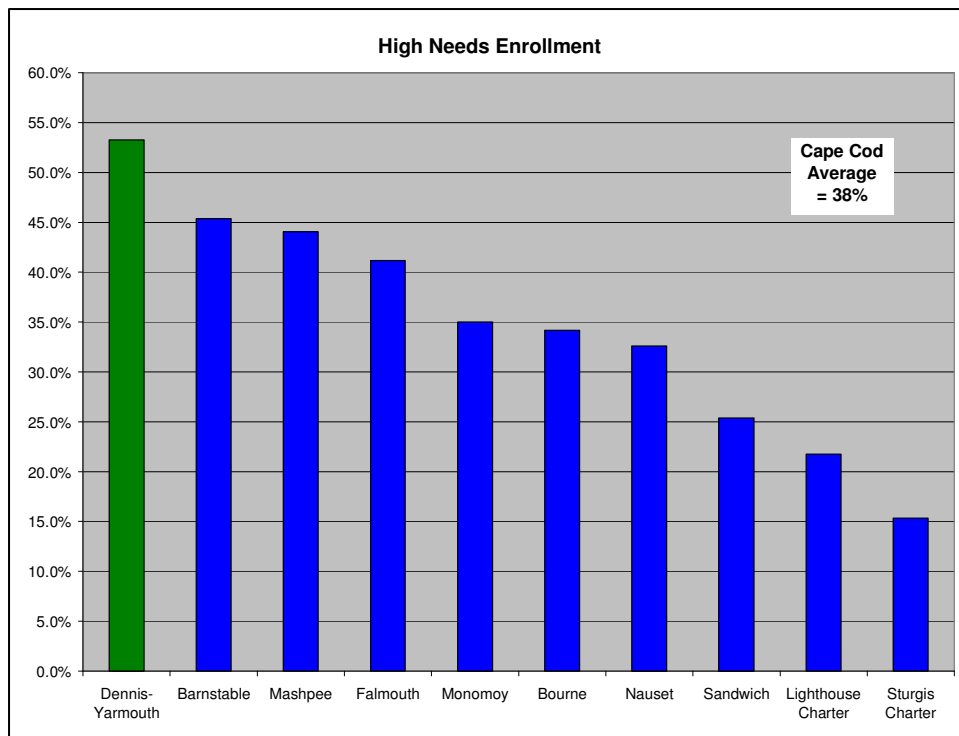
## ***Budget Trends: Average budget increase over past seven years is only 1.87%***

While the budget from FY'15 to FY'16 represents a 2.15% increase, the long-term trend shows an average increase of only 1.87% per year since FY'09. In the prior two years, the district was supported by a 2.5% increase in town assessments, living within the constraints of Proposition 2½. This year's larger increases of the member town assessments is a direct result of the district's Excess & Deficiency (E+D) account being depleted and unavailable as a revenue source.

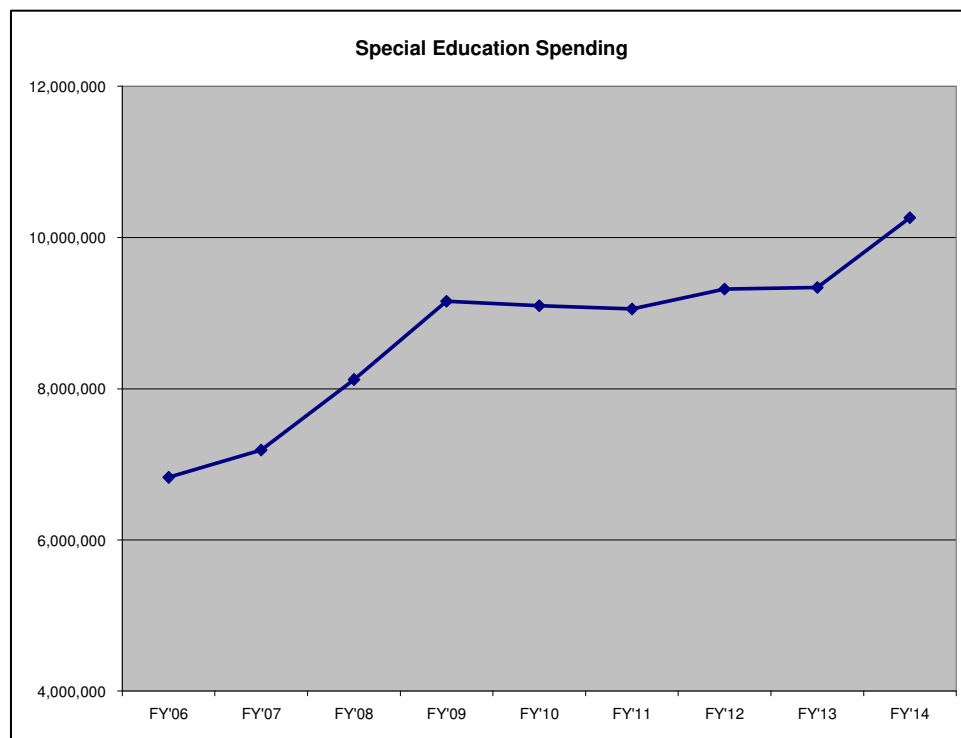


## Educational Results: Higher standards put D-Y near the top of the class

As we know, D-Y proudly educates a diverse population of students, including those learning English for the first time, those who have low incomes, and those who require special education programs. In light of this, D-Y High School's overall graduation rate approaches the state average (84% compared to 86%) and the high needs population (76% for both D-Y and the state). Nearly 80% of D-Y graduates continue on to higher education, with another 3% opting for military service, which equals the average of other Cape Cod districts, including charter schools.



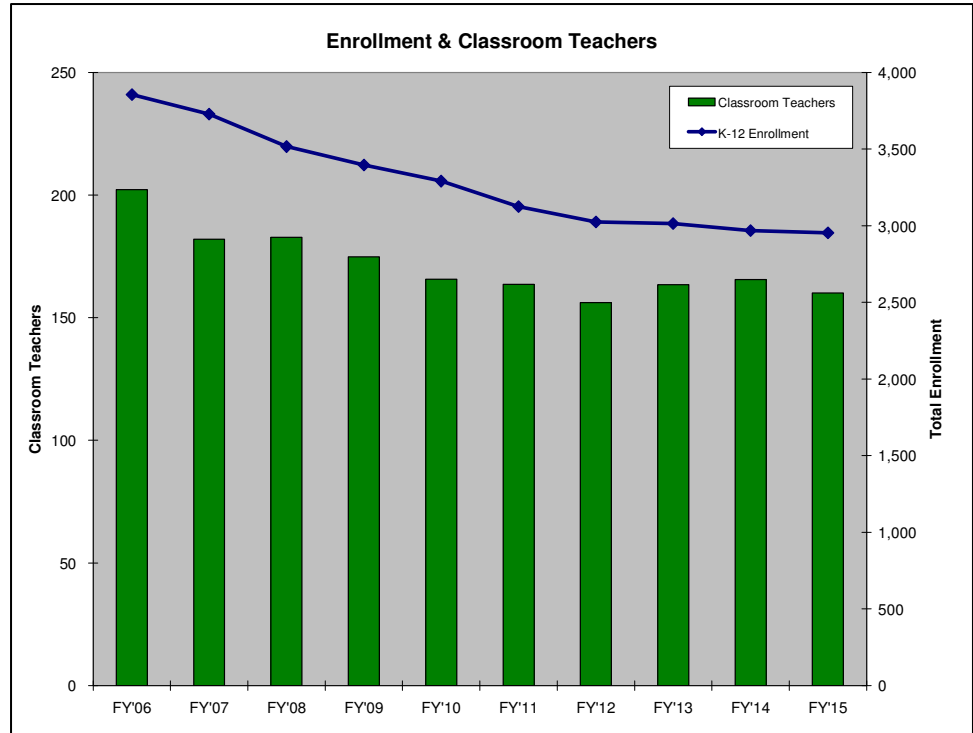
92% of D-Y high school students achieved “proficient” or “advanced” ratings on the most recent ELA MCAS exams, two points above the state average, while 82% scored at the same level for Math, exceeding the state average by three points. The number of high school dropouts has been cut by 80% since 2003.



Along with the steady growth of high needs students comes increased expenses, as seen in this chart showing a 50% increase in special education spending over the past nine years. However, D-Y spending on special education remains in line with state averages. At the same time, district spending on English Language Learners has increased by 477%, including the overall addition of twelve ELL teachers since 2006, as required by federal and state regulations.

## ***Students & Staffing: Classroom teachers declined in proportion to enrollment***

While the district's K-12 enrollment has declined by 23% over the past decade, the number of general education classroom teachers has decreased accordingly, with a reduction of more than 20% over the same time frame. However, due to the changing needs of the D-Y student population, the district has needed to add more support teachers, in areas such as English Language Learners, Special Education, Reading, and Counseling. Staffing in these support areas has increased by 30% as the

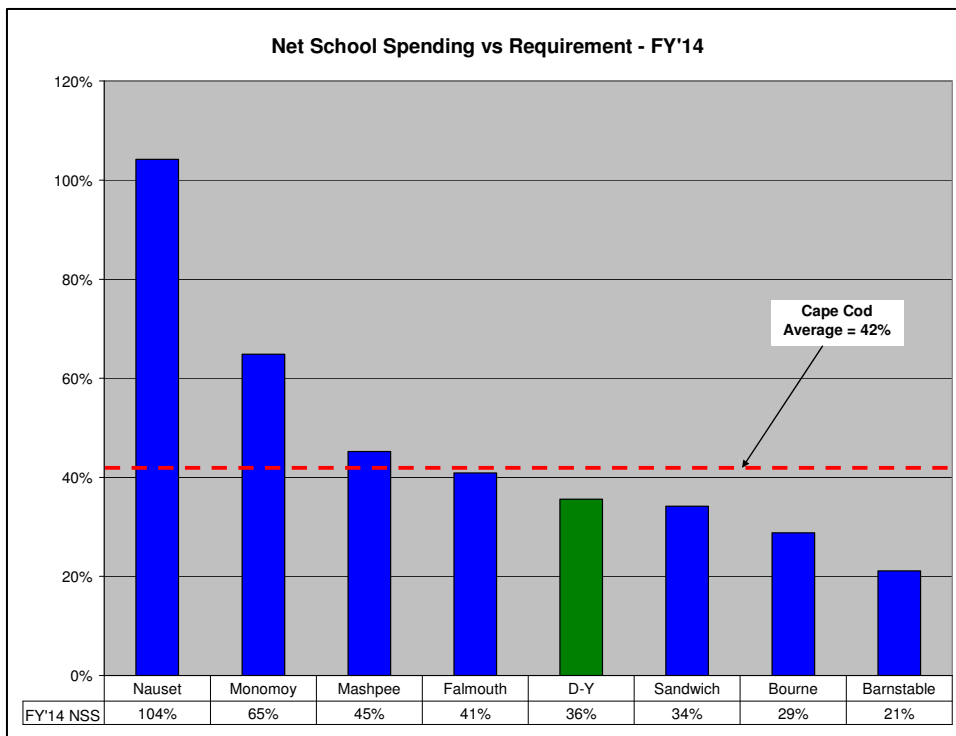


district's low-income population has risen from 28% in 2006 up to 52% in June of this year, and the ELL enrollment has nearly doubled over the same period of time. In fact, while the D-Y enrollment has decreased since 2006, total enrollment across Cape Cod has dropped by nearly 21% even when factoring in the growth of charter schools. The accompanying chart shows how the ratio of students to general education classroom teachers has remained aligned over the past decade.

## ***Spending Comparisons: Per-Pupil and Net School Spending below Cape average***

The district has always taken pride in managing its limited funds in the most efficient and effective manner possible. While the district's net school spending is 35% above the foundation budget requirement, it is still lower than the Cape-wide average of 42% above requirement. This is highlighted when comparing per-pupil expenditures with other Cape Cod districts, such as this chart showing administration costs per student:

District	Administration Cost per Pupil
Nauset	\$895
Monomoy	\$686
Barnstable	\$677
<b>CAPE COD AVERAGE</b>	<b>\$603</b>
Sandwich	\$573
Falmouth	\$503
Bourne	\$503
Mashpee	\$496
<b>DENNIS-YARMOUTH</b>	<b>\$443</b>



Additional budget-busting fixed costs include employee benefits and insurance, which has increased more than 21% since FY 2006, as well as tuitions for school choice and charter schools, which have nearly doubled over the same time frame, although the trend did decrease in FY 2014 and is expected to further decline in FY 2015. Furthermore, student transportation has increased by 85% over the past nine years, to just over \$3.3 million last year. The impact of these increases has been

a corresponding reduction in expenditures for instructional supplies and services, which have decreased 20% in the same time.

### ***Program Highlights: Innovative programs keep D-Y educationally competitive***

The last few years have witnessed the implementation of several exciting initiatives that provide the “D-Y Advantage” in comparison to neighboring (and competing) school districts. For the 2013-2014 school year, the district reorganized grades 4 through 8 by placing all 4<sup>th</sup> and 5<sup>th</sup> graders from both towns at Wixon, by placing all 6<sup>th</sup> and 7<sup>th</sup> graders from both towns at Mattacheese Middle School, and by assigning all 8<sup>th</sup> grade students to D-Y High School.

This further regionalization allowed the district to consolidate resources in a more efficient and cost-effective manner, resulting in an enhanced educational environment via the addition of the following positions and programs as a result of the savings realized through reorganization:

- Foreign language instruction for all students in grades 4 to 12, plus K-3 in Dennis
- Services of a full-time librarian for 6<sup>th</sup> and 7<sup>th</sup> grades at Mattacheese
- Increased physical education instruction at grades K to 3
- Services of a full-time technology teacher for 4<sup>th</sup> and 5<sup>th</sup> grades at Wixon

The FY'16 budget proposes to add one Chinese language teacher via a partnership with the Confucius Institute, as well as reclassifying two Dean of Students positions to Assistant Principals, in response to the increasing teacher evaluation requirements. Lastly, we propose reinstating part-time secretaries at two of the elementary schools to handle increased workload.

Additionally, the district continues to operate Innovation schools at Nathaniel Wixon Middle School and Ezra Baker Elementary School, the former of which has an extended school day with a variety of enrichment opportunities. Furthermore, the district continued implementing the successful “Tools of the Mind” curriculum in all kindergarten classrooms across the district.

Finally, we expanded the initiative to provide iPad tablet devices for all students in grades 4 through 10, the implementation of which has brought a 21<sup>st</sup> century learning environment to the D-Y district. Considering that 52% of D-Y students come from low-income backgrounds, combined with the shift to online standardized testing, this program should not be considered a “luxury,” but rather a decisive effort to close the opportunity gap.

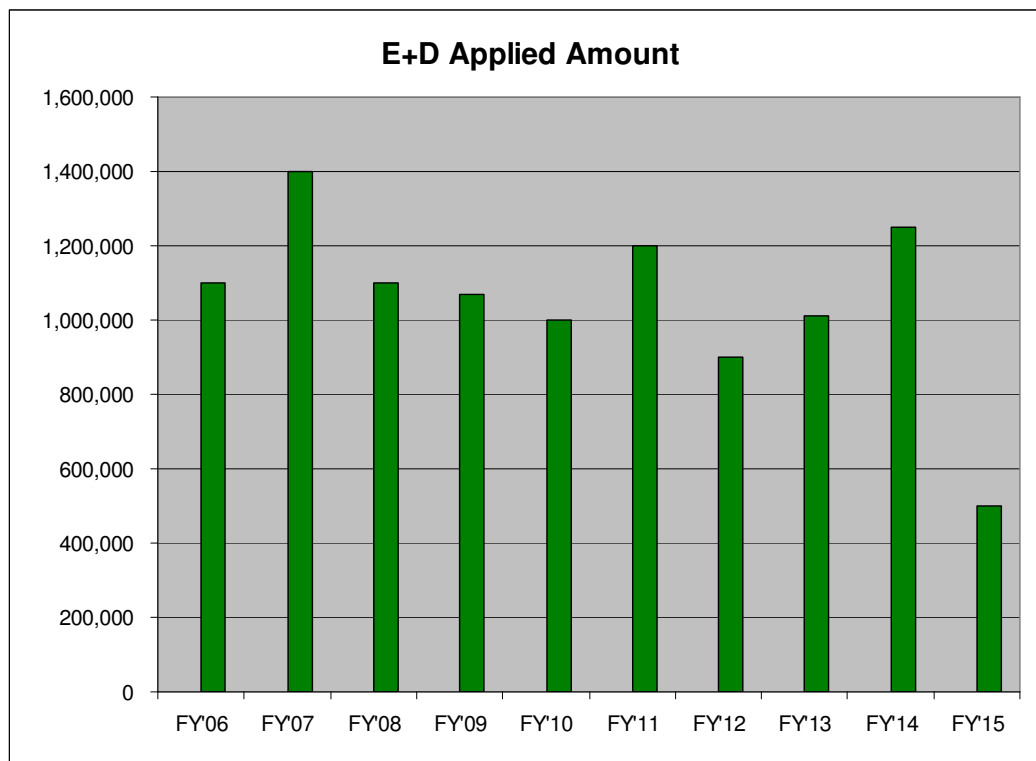
### ***Revenue Trends: State and federal funds have decreased dramatically***

Chapter 70 state aid for education declined 3.3% from FY’09 to FY’13, representing more than \$220 thousand in reductions. As the state economy has begun to rebound recently, almost half of those losses will have been regained by FY’16. However, state reimbursements for regional transportation, charter school tuition, and special education “circuit breaker” have all declined significantly over that same time frame. In particular, reimbursements for transportation have fallen well short of the state’s obligation, resulting in more than \$4 million in “lost” revenue.

Furthermore, the district has seen a dramatic decrease in state and federal grants in recent years, resulting in programs being absorbed into the general operating budget and/or being reduced in scope. The cumulative loss of grant revenue has been a 10% reduction over the past eight years. Finally, not included in that amount is a total of \$3.37 million received from FY’09 through FY’11 in the form of ARRA (stimulus) grants that were eliminated in FY’12.

### ***Excess & Deficiency (E+D) Funds: Over \$10 million used to reduce assessments***

The district has applied more than \$10 million from its Excess & Deficiency fund over the past nine years to alleviate the operating assessments to the member towns.



# The D-Y Advantage!



- D-Y High School students awarded 5 gold medals, 5 silver medals and 8 honorable mentions in *Boston Globe* Scholastic Art competition, while Tom Coute won a National Gold Medal, a Silver with Distinction Portfolio Medal, and a National Silver Portfolio Medal
- Marching Band & Color Guard again won U.S. Bands Division 4A State & N.E. Championship
- Winter Percussion group was NESBA state and New England champions, while Winter Guard program finished in second place at NESBA finals
- Nora Bowie was the first place winner in the VFW's "Voice of Democracy" essay contest
- D-Y High School is the only school on Cape Cod implementing Global STEM Education Center science and engineering courses involving collaboration and teamwork with students in other countries such as England, France, Norway, Mexico, Ukraine and Russia
- Over 150 sections of Advanced Placement and Honors classes for grades 8 to 12
- 27% of D-Y juniors and seniors are enrolled in one or more Advanced Placement courses
- Distribution of iPad tablet devices to all students in grades 4 through 10
- Served over 8,100 free lunches at four locations in Summer 2014 thanks to federal grant
- Continuation of Ezra H. Baker and Nathaniel H. Wixon Innovation Schools
- "Tools of the Mind" curriculum implemented in all kindergarten classrooms
- Grant-funded Literacy Coaches in elementary schools via partnership with Lesley University
- Implementation of Positive Behavioral Interventions and Supports (PBIS) at all schools
- Technology instruction for all students in grades K through 12
- Foreign language instruction for all students in grades 4 through 12, plus K-3 at Ezra Baker
- International Therapy Dog Association partnership teaching humane education at M.E. Small
- Ezra Baker's "Penny Harvest" raised over \$6,000 for local charities during the past three years
- Extended school day with various enrichment opportunities and 21<sup>st</sup> Century Community Partnership after-school programs at Wixon Innovation School
- More than \$215,000 in community scholarships awarded to members of the Class of 2014
- Solar panels installed at six different locations around the D-Y school district
- D-Y High school tennis courts renovated with support from towns of Dennis & Yarmouth
- Field hockey team was champions of Atlantic Coast League and Division 1 South playoff
- Girls cross-country finished 3<sup>rd</sup> at All-State Meet and won MIAA Team Sportsmanship Award
- Volleyball, boys ice hockey and boys basketball teams all participated in MIAA tournament
- Girls indoor track team was the Atlantic Coast League champions
- Michael Dunn was named to all-state football teams by *Boston Globe*, *Boston Herald* and ESPN Boston, and was also selected to the "Super 26" all-state team

## **Dennis-Yarmouth Regional School District:**

Carol Woodbury, Superintendent  
Larry Azer, Director of Finance & Operations  
Judith Dion, Director of Pupil Services  
Gloria Lemerise, Director of Instruction

## **Dennis-Yarmouth Regional School Committee:**

Brian Carey, Chair  
John Poole, Vice Chair  
Andrea St. Germain, Secretary  
Stephen Edwards, Treasurer  
Maryellen Angelone  
James Dykeman, Jr.  
Phil Morris

# BUDGET SUMMARY 4/9/2015

1000 - District-Wide Administration						
Function	Description	1 FY'14 Actual	2 FY'15 Budget	3 FY'16 Budget Recommendation	4 \$ Variance to FY'15 Budget	5 % Variance to FY'15 Budget
1110	School Committee Expenses	101,951	111,624	113,785	2,161	1.9%
1210	Superintendent's Office	259,646	259,067	282,431	23,364	9.0%
1410	Finance & Business	294,037	321,940	350,376	28,436	8.8%
1420	Human Resources, Benefits & Personnel	124,686	116,778	117,639	861	0.7%
1430	Legal Services for School Committee	78,644	75,000	80,000	5,000	6.7%
1450	District-Wide Technology	453,482	585,270	588,342	3,072	0.5%
	SUB-TOTALS	1,312,447	1,469,681	1,532,574	62,893	4.28%

2000 - Instructional Services						
Function	Description	1 FY'14 Actual	2 FY'15 Budget	3 FY'16 Budget Recommendation	4 \$ Variance to FY'15 Budget	5 % Variance to FY'15 Budget
2110	Curriculum Directors, Supervisory	306,544	309,333	422,985	113,652	36.7%
2120	Department Heads, Non-Supervisory	279,464	276,938	314,580	37,642	13.6%
2210	School Building Leadership, Principal	2,080,968	2,061,821	2,059,727	(2,094)	-0.1%
2220	School Curriculum Leaders & Dept Heads	54,668	54,668	54,668	0	0.0%
2250	Building Technology	99,714	111,547	111,665	119	0.1%
2305	Classroom Teachers	13,895,897	13,520,508	13,833,213	312,705	2.3%
2310	Specialist Teachers	4,846,738	4,682,745	4,925,402	242,657	5.2%
2320	Medical & Therapeutic Services	641,189	740,819	737,589	(3,230)	-0.4%
2325	Substitutes	501,775	575,000	575,000	0	0.0%
2330	Paraprofessionals & Instructional Assistants	2,466,777	2,490,627	2,552,486	61,859	2.5%
2340	Librarians & Media Center	288,041	293,604	285,847	(7,757)	-2.6%
2351	Professional Development, Leadership	245,348	279,742	253,600	(26,142)	-9.3%
2353	Professional Development, Staff	10,350	13,500	10,000	(3,500)	-25.9%
2355	Professional Development, Substitutes	706	6,500	6,500	0	0.0%
2357	Professional Development, Stipends	155,172	194,035	196,025	1,990	1.0%
2410	Textbooks, Software, Media & Materials	121,802	121,000	120,657	(343)	-0.3%
2415	Other Instructional Materials	115,756	129,618	143,711	14,093	10.9%
2420	Instructional Equipment	198,763	206,759	209,600	2,841	1.4%
2430	General Supplies	196,260	293,242	295,920	2,678	0.9%
2440	Other Instructional Services	290,439	362,950	454,950	92,000	25.3%
2455	Instructional Software	11,196	20,080	38,080	18,000	89.6%
2710	Guidance Counselors	1,063,835	1,085,530	1,146,981	61,451	5.7%
2720	Testing & Assessment	14,980	24,889	26,444	1,555	6.2%
2800	Psychological Services	463,741	474,300	486,981	12,681	2.7%
	SUB-TOTALS	28,350,121	28,329,755	29,262,612	932,857	3.29%



# BUDGET SUMMARY 4/9/2015

3000 - Student Services						
Function	Description	FY'14 Actual	FY'15 Budget	FY'16 Budget Recommendation	\$ Variance to FY'15 Budget	% Variance to FY'15 Budget
3100	School Resource Officers	197,080	200,000	200,000	0	0.0%
3200	Health Services	572,514	533,163	561,933	28,770	5.4%
3300	Student Transportation	3,595,065	3,196,299	3,178,429	(17,870)	-0.6%
3510	Athletics	488,401	544,941	601,970	57,029	10.5%
3520	Other Student Activities	169,786	212,569	237,688	25,119	11.8%
SUB-TOTALS		5,022,846	4,686,972	4,780,020	93,048	1.99%

4000 - Facilities & Maintenance						
Function	Description	FY'14 Actual	FY'15 Budget	FY'16 Budget Recommendation	\$ Variance to FY'15 Budget	% Variance to FY'15 Budget
4110	Custodial Services	1,011,912	1,107,882	1,177,450	69,568	6.3%
4120	Heating	437,451	341,818	450,000	108,182	31.6%
4130	Utilities	647,962	580,816	650,350	69,534	12.0%
4210	Maintenance of Grounds	274,712	277,794	272,588	(5,206)	-1.9%
4220	Maintenance of Buildings	1,128,301	657,349	670,375	13,026	2.0%
4230	Maintenance of Equipment	191,135	168,871	161,883	(6,988)	-4.1%
4400	Networking & Telecommunications	203,527	324,042	340,172	16,130	5.0%
SUB-TOTALS		3,894,999	3,458,572	3,722,818	264,245	7.64%

5000 - Insurance & Benefits						
Function	Description	FY'14 Actual	FY'15 Budget	FY'16 Budget Recommendation	\$ Variance to FY'15 Budget	% Variance to FY'15 Budget
5100	Retirement Contributions	1,401,901	1,518,794	1,485,400	(33,394)	-2.2%
5150	Employee Separation Costs	0	109,038	50,000	(59,038)	-54.1%
5200	Insurance Programs	3,945,234	4,147,692	4,446,391	298,699	7.2%
5250	Insurance - Retired Employees	1,818,904	1,904,552	1,759,871	(144,681)	-7.6%
5260	Non-Employee Insurance	433,479	427,776	458,460	30,684	7.2%
5300	Rental/Lease of Equipment	199,645	200,000	200,000	0	0.0%
5500	Other Fixed Charges	5,337	500	500	0	0.0%
SUB-TOTALS		7,804,500	8,308,352	8,400,622	92,270	1.11%

6000 - Community Services						
Function	Description	FY'14 Actual	FY'15 Budget	FY'16 Budget Recommendation	\$ Variance to FY'15 Budget	% Variance to FY'15 Budget
6900	Private School Transportation	81,335	83,368	85,455	2,087	2.5%
SUB-TOTALS		81,335	83,368	85,455	2,087	2.50%



# BUDGET SUMMARY 4/9/2015

7000 - Fixed Assets					
Function	Description	FY'14 Actual	FY'15 Budget	FY'16 Budget Recommendation	% Variance to FY'15 Budget
7300	Equipment Acquisition & Improvement	2,181	61,690	0	(61,690)
7400	Replacement of Equipment	0	0	66,393	66,393
7600	Replacement of Vehicles	22,053	0	0	0
SUB-TOTALS		24,234	61,690	66,393	4,703
					7.62%

8000 - Debt Service					
Function	Description	FY'14 Actual	FY'15 Budget	FY'16 Budget Recommendation	% Variance to FY'15 Budget
8100	Debt Service, Principal	675,000	918,280	885,467	(32,813)
8200	Debt Service, Interest	311,677	312,885	286,330	(26,555)
SUB-TOTALS		986,677	1,231,165	1,171,797	(59,368)
					-4.82%

9000 - Out-of-District Tuition					
Function	Description	FY'14 Actual	FY'15 Budget	FY'16 Budget Recommendation	% Variance to FY'15 Budget
9100	Programs with Other Mass. Districts	96,170	84,000	86,520	2,520
9110	School Choice Tuition	2,191,634	2,177,594	2,225,619	48,025
9120	Charter School Tuition	2,134,096	2,213,482	1,909,975	(303,507)
9200	Tuition to Out-of-State Schools	133,291	135,000	139,050	4,050
9300	Tuition to Non-Public Schools	1,434,373	1,465,000	1,508,950	43,950
9400	Tuition to Collaboratives	239,327	548,628	525,880	(22,748)
SUB-TOTALS		6,228,891	6,623,704	6,395,994	(227,710)
					-3.44%

GRAND TOTALS					
Function	Description	FY'14 Actual	FY'15 Budget	FY'16 Budget Recommendation	% Variance to FY'15 Budget
GRAND TOTALS		53,706,050	54,253,259	55,418,285	1,165,026
					2.15%

NOTE: Column 3 minus Column 2 equals Column 4  
Column 4 divided into Column 2 equals Column 5

FY'16 Assessment Worksheet 4-9-15 reductions.xls  
Assessment Worksheet

Row	NET SCHOOL SPENDING EXPENSES		Dennis		Yarmouth	
	School	Amount	% of Total	Amount	% of Total	Amount
3	Baker	\$4,588,582	91.233%	\$4,186,295	8.767%	\$402,287
4	Wixon	\$5,540,091	34.468%	\$1,909,563	65.532%	\$3,630,528
5	Station Ave	\$3,612,689	1.663%	\$60,068	98.337%	\$3,552,621
6	M.E. Small	\$2,813,465	0.943%	\$26,542	99.057%	\$2,786,923
7	Mattacheese	\$5,351,075	33.407%	\$1,787,612	66.593%	\$3,563,463
8	High School	\$10,245,377	35.963%	\$3,684,557	64.037%	\$6,560,820
9	District	\$18,764,930	34.736%	\$6,518,208	65.264%	\$12,246,722
10	Total Expense	\$50,916,209	\$18,172,846		\$32,743,363	

Row	NET SCHOOL SPENDING REVENUE		Dennis		Yarmouth	
	Category	Amount	% of Total	Amount	% of Total	Amount
14	State Aid	\$6,930,805	34.736%	\$2,407,492	65.264%	\$4,523,313
15	District Revenue	\$955,000	34.736%	\$331,730	65.264%	\$623,270
16	Total Revenue	\$7,885,805	\$2,739,222		\$5,146,583	

Row	STATUTORY ASSESSMENT CALCULATIONS		Dennis		Yarmouth	
		Amount	% of Total	Amount	% of Total	Amount
19	Foundation Assessment (net)	\$43,030,404		\$15,433,623		\$27,596,781
20	Minimum Contribution	\$30,387,609		\$10,997,976		\$19,389,633
21	Assessment above Minimum	\$12,642,795	34.736%	\$4,391,616	65.264%	\$8,251,179
22	Statutory Assessment	\$43,030,404		\$15,389,592		\$27,640,812

Row	CAPITAL EXPENSES		Dennis		Yarmouth	
	School	Amount	% of Total	Amount	% of Total	Amount
26	Baker		91.233%	\$0	8.767%	\$0
27	Wixon		34.468%	\$0	65.532%	\$0
28	Station Ave		1.663%	\$0	98.337%	\$0
29	M.E. Small		0.943%	\$0	99.057%	\$0
30	Mattacheese		33.407%	\$0	66.593%	\$0
31	High School		35.963%	\$0	64.037%	\$0
32	District	\$66,393	34.736%	\$23,062	65.264%	\$43,331
33	Capital Expense	\$66,393	\$23,062		\$43,331	

Row	TRANSPORTATION EXPENSES		Dennis		Yarmouth	
	Description	Amount	% of Total	Amount	% of Total	Amount
37	Transportation Expense (gross)	\$3,263,884	34.736%	\$1,133,747	65.264%	\$2,130,137
38	State Reimbursement	\$1,553,639	34.736%	\$539,674	65.264%	\$1,013,965
39	Transportation Expense (net)	\$1,710,245	\$594,073		\$1,116,172	

Row	DEBT SERVICE		Dennis		Yarmouth	
	Year of Issue	Total Amount	% of Total	Amount	% of Total	Amount
43	2005 - DYRHS	\$650,475	39.055%	\$254,043	60.945%	\$396,432
44	2009 - DYRHS	\$180,800	38.369%	\$69,371	61.631%	\$111,429
45	2013 - EHB	\$300,450	100.000%	\$300,450	0.000%	\$0
46	2014 - EHB	\$40,072	100.000%	\$40,072	0.000%	\$0
47	Debt Service (gross)	\$1,171,797	\$663,937		\$507,861	
48	MSBA Reimbursements	\$0		\$0		\$0
49	Debt Service (net)	\$1,171,797	\$663,937		\$507,861	

FY'16 Assessment Worksheet 4-9-15 reductions.xls  
Assessment Worksheet

	STATUTORY (Ch. 70) FORMULA	Total	Dennis	Yarmouth	Formula
53	Net School Spending Expenses	\$50,916,209	\$18,172,846	\$32,743,363	row 10
54	Net School Spending Revenue	\$7,885,805	\$2,739,222	\$5,146,583	row 16
55	Foundation Assessment (net)	\$43,030,404	\$15,433,623	\$27,596,781	(53) - (54)
56	Minimum Contribution	\$30,387,609	\$10,997,976	\$19,389,633	row 20
57	Assessment above Minimum	\$12,642,795	\$4,391,616	\$8,251,179	row 21
58	Statutory Assessment	\$43,030,404	\$15,389,592	\$27,640,812	(56) + (57)
59	Capital Expenses	\$66,393	\$23,062	\$43,331	row 33
60	Transportation Expense (net)	\$1,710,245	\$594,073	\$1,116,172	row 39
61	Debt Service (net)	\$1,171,797	\$663,937	\$507,861	row 49
62	TOTAL ASSESSMENT	\$45,978,839	\$16,670,663	\$29,308,176	(58 thru 61)

	REGIONAL AGREEMENT FORMULA	Total	Dennis	Yarmouth	Formula
66	Net School Spending Expenses	\$50,916,209	\$18,172,846	\$32,743,363	row 10
67	Net School Spending Revenue	\$7,885,805	\$2,739,222	\$5,146,583	row 16
68	Foundation Assessment	\$43,030,404	\$15,433,623	\$27,596,781	(66) - (67)
69	Capital Expenses	\$66,393	\$23,062	\$43,331	row 33
70	Transportation Expense (net)	\$1,710,245	\$594,073	\$1,116,172	row 39
71	Debt Service (net)	\$1,171,797	\$663,937	\$507,861	row 49
72	TOTAL ASSESSMENT	\$45,978,839	\$16,714,695	\$29,264,145	(68 thru 71)

	COMPARISON OF FORMULAS	Total	Dennis	Yarmouth	Formula
76	Statutory (Ch. 70) Formula	\$45,978,839	\$16,670,663	\$29,308,176	row 62
77	Regional Agreement	\$45,978,839	\$16,714,695	\$29,264,145	row 72
78	Variance	(\$0)	(\$44,031)	\$44,031	(76) - (77)

	COMPARISON TO PRIOR YEAR (w/o debt svc)	Total	Dennis	Yarmouth	Formula
82	Prior Year's Operating Assessment	\$43,130,753	\$15,348,905	\$27,781,848	
83	Variance to Statutory Formula	\$1,676,289	\$657,822	\$1,018,467	(62) - (61) - (82)
84	Percent Variance	3.89%	4.29%	3.67%	(83) / (82)
85	Variance to Regional Formula	\$1,676,289	\$701,853	\$974,436	(72) - (71) - (82)
86	Percent Variance	3.89%	4.57%	3.51%	(85) / (82)