



PROPOSED Halifax Regional Police 2018/19 Operating Budget Situation (Summary)

Item No. 7.2

Updated: December 14, 2017

	Approved in Principle	*NEW* Pressures identified	Cumulative
	2018/19	2018/19	2018/19
<b>Current Situation</b>			
Previous Year's Net Budget (2017/18 - \$77,603,800; 2018/19 proposed Net Budget - \$86,870,400)	- \$ 77,603,800	\$ 78,584,200	\$ 77,603,800
Forecasted Net Budget Requirement To Operate	- \$ 78,584,200	\$ 87,142,800	\$ 87,142,800
Budget Gap	- \$ (980,400)	\$ (8,558,600)	\$ (9,539,000)
Net Budget Change	1.263%	10.891%	12.292%

A. Estimated Budget Pressures	Approved in Principle	*NEW*	Cumulative 2018/19
(1) Decrease in budgeted credit for attrition and turnover. <i>* Pro-active measures have been implemented to hire new officers ahead of known retirement dates, allowing for an increase in efficiency in the turnover process.</i>	- \$ (100,000)		\$ (100,000)
(2) 2018/19 Compensation pressures. <i>NB Including HRP Annual (2.75% per year since 2015 (4 years) &amp; Step Increases, non-union adjustments/ISA's approved in 2016/17 fiscal year.</i>	- \$ -	\$ (7,592,700)	\$ (7,592,700)
(3) Increase in overtime and court time as a result of increases in HRP annual rates (2.75% each year since 2015).	- \$ (107,900)	\$ (253,100)	\$ (361,000)
(4) Increase in facility lease/operating costs for Criminal Investigation Division.	- \$ (11,300)		\$ (11,300)
(5) Increase in Lake Patrol Contract.	- \$ (1,900)		\$ (1,900)
(6) Souls Strong Program <i>NB Federal funding for the Souls Strong program will expire in March 2018. Halifax Charter indicates that Crime Prevention programs need to be funded through Police.</i>	- \$ (310,000)		\$ (310,000)
(7) Transferring all False Alarm fee revenue from the Halifax Regional Police Budget to HRM.		\$ (105,000)	\$ (105,000)
(8) Decrease in Record Check Fees related to no longer collecting an individual fee for finger prints.		\$ (18,000)	\$ (18,000)
(9) Decrease in Record Check Fees as a result of eliminating the \$30 fee for Volunteer checks.		\$ (252,200)	\$ (252,200)
(10) Decrease in Officer secondment recoveries (NWEST Secondment ended during 2017/18 fiscal year).		\$ (130,400)	\$ (130,400)
<b>Total</b>	<b>\$ (531,100)</b>	<b>\$ (8,351,400)</b>	<b>\$ (8,882,500)</b>

B. Service Enhancements (In Order of Priority)	Approved in Principle	*NEW*	Cumulative 2018/19
(1) Year 2 estimated increases for positions approved in 2017/18 fiscal year.	- \$ (23,300)		\$ (23,300)
(2) Additional Positions - <b>Civilian Communications Radio Technician</b> (4 @ \$55,500 plus benefits in each of the next 2 fiscal years).	- \$ (278,500)		\$ (278,500)
(3) New Position - <b>Digital Forensics Unit (Cyber) Technician</b> (1 @ \$79,300 plus benefits).	- \$ (97,500)		\$ (97,500)
(4) New Positions - <b>System Administrators</b> (2 @ \$70,500 plus benefits).	- \$ (174,700)		\$ (174,700)
(5) New Position - <b>Diversity Unit Sergeant</b> (1 @ \$102,100 plus benefits). Impact on budget lower by <i>NB Impact on budget lower by promoting a 1st class Constable to an entry level Sergeant, and hiring a new entry level Constable.</i>		\$ (77,300)	\$ (77,300)
(6) New Position - <b>Civilian Criminal Investigation Cyber Crime Specialist</b> (1 @ \$83,500 plus benefits).		\$ (102,700)	\$ (102,700)



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(7) New Position - <b>Sworn Criminal Investigation Cyber Crime Specialist</b> (1 @ \$58,900 plus benefits).	-	\$ (73,100)	\$ (73,100)
(8) New Position - <b>Quartermaster Supply Assistant II</b> (1 @ \$39,858 plus benefits, minus the current cost of a Commissionaires Nova Scotia commissionaire (\$32,032) who is currently completing quartermaster functions).	-	\$ (19,900)	\$ (19,900)
<b>NB To establish expertise, consistency and longevity within the quartermaster functions.</b>			\$ -
(9) Additional Position - <b>Diversity Unit Constable</b> (1 @ \$58,900 plus benefits).	-	\$ (73,100)	\$ (73,100)
(10) Additional Positions - <b>Crime Analysts</b> to be seconded operationally to the RCMP (2 @ \$49,300 plus benefits).	-	\$ (123,700)	\$ (123,700)
<b>Total</b>		<b>\$ (574,000)</b>	<b>\$ (469,800) \$ (1,043,800)</b>

		<i>Approved in Principle</i>	<i>*NEW*</i>		<b>Cumulative 2018/19</b>
<b>C. Revenue/Cost Recovery Increases/Cost Savings/Efficiencies/Transfers/Contributions from Reserves</b>					\$ -
(1) Decrease in Civilian Communications Radio Technicians compensation costs as a result of increasing personnel resources as per B.(2)	-	\$ 65,000			\$ 65,000
(2) Miscellaneous cost recovery increases due to inflation and compensation relative to secondments.	-	\$ 36,700			\$ 36,700
(3) RCMP Facility Cost Recovery.	-	\$ 1,300	\$ 43,100		\$ 44,400
<b>NB Increase in cost recovery of RCMP's portion (25%) of the lease/operating costs for the new Criminal Investigation Division facility in Burnside as per A.(3) above.</b>					\$ -
(4) Miscellaneous savings in janitorial cost for leased facilities.	-	\$ 1,800			\$ 1,800
(5) Miscellaneous savings on facility lease costs.	-	\$ 19,900			\$ 19,900
(6) Decrease in provincial DNA costs for the municipality.	-		\$ 20,200		\$ 20,200
(7) Increase in Domestic Violence secondment contract.	-		\$ 5,000		\$ 5,000
(8) Increase in Halifax International Airport Security contract recovery as a result in increase in HRP A annual rates.	-		\$ 194,300		\$ 194,300
(9) Budget Transfer to move funds for HRP A Annual Increases from HRM Fiscal Services to HRP Operating.	-		\$ -		\$ -
<b>Total Revenue/ Cost Recovery Increases</b>		<b>\$ 124,700</b>	<b>\$ 262,600</b>		<b>\$ 387,300</b>

		<i>Approved in Principle</i>	<i>*NEW*</i>		<b>Cumulative 2018/19</b>
<b>Budget (Deficit)/Surplus</b>	-	<b>\$ (980,400)</b>	<b>\$ (8,558,600)</b>		<b>\$ (9,539,000)</b>

<b>% Change from Year to Year</b>	<b>17/18 to 18/19</b>		
	<i>Approved in Principle</i>	<i>*NEW*</i>	<b>Cumulative 2018/19</b>
Revenues/Recoveries	0.425%	-3.408%	-2.517%
Expenses	1.177%	9.473%	10.761%
Overall Net Budget Change	1.263%	10.891%	12.292%



## Operating Budget Work Paper (2017/18 to 2018/19 Budget Comparison)

	2017/2018	% of Total Expenses	Proposed 2018/2019	% of Total Expenses	Variance			Updated: December 14, 2017	
<b>Revenues</b>									
Cond. Grant NS (Other)	(3,800,000)		(3,800,000)	-3.96%	-				
False Alarm	(105,000)		-	0.00%	105,000	See assumption 2 below.			
NSLC Offences			-		-				
Sales of Services	(545,000)		(274,800)	-0.29%	270,200	See assumption 3 below.			
SOT Revenue	(80,000)		(80,000)		-				
Recovery	(3,768,100)		(3,911,100)	-4.08%	(143,000)	See assumption 4 below.			
Misc.	(650,400)		(657,400)	-0.69%	(7,000)	See assumption 5 below.			
	<b>(8,948,500)</b>		<b>(8,723,300)</b>		<b>225,200</b>				
							<b>COMPENSATION ADJUSTMENTS</b>		
<b>Expenses</b>							<b>Pressures</b>	<b>Savings</b>	
Salary - Regular	60,919,800		68,082,100		7,162,300		7,162,300		
Overtime	2,650,300		2,843,100		192,800		257,800	(65,000)	
Wages	132,400		132,400		-				
Court time	1,187,500		1,290,700		103,200		103,200		
Shift	403,700		403,700		-				
Extra	612,400		612,400		-				
Other Allowances	17,000		17,000		-				
Benefits	12,001,600		13,373,900		1,372,300		1,372,300		
	<b>77,924,700</b>	<b>90.03%</b>	<b>86,755,300</b>	<b>90.50%</b>	<b>8,830,600</b>				See assumption 6 below.
Vacancy	(700,000)	-0.81%	(600,000)	-0.63%	100,000		100,000		
Retirement Incentive	649,900	0.75%	762,000	0.79%	112,100		112,100		
Workers Compensation	269,200	0.31%	291,000	0.30%	21,800		21,800		
Clothing Allowance	418,100	0.48%	418,100	0.44%	-				
On the Job Injuries	244,400	0.28%	244,400	0.25%	-				
Comp & Ben InterDept	449,400	0.52%	449,400	0.47%	-				
							9,129,500	(65,000)	9,064,500
Telephone	173,600	0.20%	173,600	0.18%	-				
Courier	29,100	0.03%	29,100	0.03%	-				
Office Furniture	101,700	0.12%	101,700	0.11%	-				
Computer Software & Licenses	118,000	0.14%	118,000	0.12%	-				
Printing	3,600	0.004%	3,600	0.00%	-				
Supplies	134,200	0.16%	134,200	0.14%	-				
Legal Fees	60,400	0.07%	60,400	0.06%	-				
Consulting Fees	37,900	0.04%	37,900	0.04%	-				
Janitorial	141,500	0.16%	139,700	0.15%	(1,800)	See assumption 7 below.			
Security	115,000	0.13%	115,000	0.12%	-				
Refuse Collection	15,000	0.02%	15,000	0.02%	-				
Outside Policing	337,000	0.39%	337,000	0.35%	-				
Contract Services	1,973,000	2.28%	1,922,700	2.01%	(50,300)	See assumption 8 below.			
Uniforms	203,200	0.23%	203,200	0.21%	-				
Patrol Equipment & Supply	398,400	0.46%	398,400	0.42%	-				
Photo Supply	20,000	0.02%	20,000	0.02%	-				
Cleaning	5,700	0.01%	5,700	0.01%	-				
Other supplies	4,900	0.01%	4,900	0.01%	-				
Electricity	6,400	0.01%	6,400	0.01%	-				
Other Building	47,300	0.05%	47,300	0.05%	-				
Equipment Purchases	385,900	0.45%	385,900	0.40%	-				
Computer Equipment	10,000	0.01%	10,000	0.01%	-				
Equipment Rental	1,800	0.002%	1,800	0.002%	-				
Equipment R&M	135,200	0.16%	135,200	0.14%	-				
Computer R&M	8,700	0.01%	8,700	0.01%	-				
Mechanical Equip.	4,100	0.00%	4,100	0.004%	-				
Communications	885,100	1.02%	885,100	0.92%	-				
Comm Circuits	-	0.00%	-	0.00%	-				
Airtime	258,700	0.30%	258,700	0.27%	-				
Mobile Data		0.00%	-	0.00%	-				
Site Rental		0.00%		0.00%	-				
Fuel - Diesel	3,000	0.00%	3,000	0.00%	-				
Fuel - Gas	1,000	0.001%	1,000	0.001%	-				
Membership	27,200	0.03%	27,200	0.03%	-				
Conferences	19,200	0.02%	19,200	0.02%	-				
Travel - Local	25,900	0.03%	25,900	0.03%	-				
Travel - Out of Town	329,700	0.38%	329,700	0.34%	-				
Training	282,700	0.33%	282,700	0.29%	-				
Licenses	84,800	0.10%	84,800	0.09%	-				
Facilities Rental	1,200,700	1.39%	1,192,100	1.24%	(8,600)	See assumption 9 below.			
Advertising	20,500	0.02%	20,500	0.02%	-				
Research Data Acquis	11,500	0.013%	11,500	0.012%	-				

Books	10,400	0.01%	10,400	0.01%	-				
Meals	27,300	0.03%	27,300	0.03%	-				
Special Projects	23,300	0.03%	333,300	0.35%	310,000	See assumption 10 below.			
Committee Expenses	500	0.001%	500	0.001%	-				
Rewarding Excellence	9,000	0.01%	9,000	0.01%	-				
Internal Trfr Other	(500)	-0.001%	(500)	-0.001%	-				
Internal Trfr Record Check	(3,300)	-0.004%	(3,300)	-0.003%	-				
Int Trf Extra Duty	(212,400)	-0.245%	(212,400)	-0.222%	-				
Insurance Pol/Prem	54,100	0.06%	54,100	0.06%	-				
Transfers - To/From Reserves	(233,400)	-0.27%	(233,400)	-0.24%	-				
	86,552,300		95,866,100		9,313,800				
<b>Net Budget</b>	<b>77,603,800</b>		<b>87,142,800</b>		<b>9,539,000</b>				

<b>% Change from 2017/18 to 2018/19</b>									
Revenues/Recoveries		-2.517%							
Expenses		10.761%							
Overall Net Budget Change		12.292%							

**Assumptions**

- 1.) An official (signed off) 2018/19 Wage Model is not available as minor refinements continue to be made. Compensation figures identified above may continue to fluctuate. **CHANGES ARE ESTIMATED TO BE MINIMAL.**
- 2.) Includes the removal of False Alarm fee revenue no longer captured in the Halifax Regional Police Budget. **(\$1.05K)**
- 3.) Includes a decrease in Criminal Record Check revenue as a result of no longer charging a \$30 fee for Volunteer checks **(\$252.2K)** or collecting an individual \$25 fee for fingerprints that was collected in error historically and corrected during 2017/18. **(\$18K)**
- 4.) Includes additional revenue due to cost recovery increases for Halifax International Airport Security contract related to the increase in Halifax Regional Police Association (HRPA) annual rate increases **(\$194.3K)**, Domestic Violence secondment recovery **(\$5K)**, RCMP's portion of the new Criminal Investigation Division facility in Burnside **(\$44.4K)**, and miscellaneous increases due to inflation and compensation relative to secondments **(\$29.7K)**. **Offset by a decrease in cost recovery as a result of an Officer secondment ending during 2017/18. (\$130.4K)**
- 5.) Includes miscellaneous increases due to inflation and compensation relative to cost recoveries. **(\$7K)**
- 6.) Includes budget pressures in compensation as a result of increases in HRPA annual salaries **(2.75% per year since 2015 for 4 years)**, steps, service pay, overtime & court time, etc. **(\$7.8895M)**, 2017/18 approved non-union adjustments/ISA's **(\$64.2K)**, and a reduction in the employee attrition/turnover credit as a result of pro-active measures implemented to hire new officers ahead of known retirement dates **(\$100K)**. Also includes service enhancements with the addition of 7 new positions for 2018/19 (already approved in principle during the 2017/18 Multi-Year Business Plan and Budget approval process) **(\$574K)**, the addition of 7 more new positions for 2018/19 **(\$501.8K)**. **Offset by a decrease in Civilian Communications Radio Technicians compensation costs as a result of increasing personnel resources. (\$65K)**
- 7.) Includes cost savings due to a decrease in facility cleaning /janitorial costs as a result of one less leased facility in 2018/19 as a result of the relocation of the Criminal Investigation Division in 2017/18. **(\$1.8K)**
- 8.) Includes cost savings in Commissionaire of Nova Scotia contract costs as a result of hiring a Quartermaster Supply Assistant II **(\$32K)** and a decrease in provincial DNA lab contract costs **(\$20.2K)**. **Offset by budget pressures due to an estimated increase in the Lake Patrol contract. (\$1.9K)**
- 9.) Includes cost savings due to a decrease in facility lease/operating costs as a result of one less leased facility in 2018/19 as a result of the relocation of the Criminal Investigation Division in 2017/18. **(\$8.6K)**
- 10.) Includes budget pressure in Special Projects as a result of assuming estimated operating costs for the Souls Strong crime prevention program that is funded by the federal government until the end of March 2018. **(\$310K)**



## Operating Budget Work Paper (2018/19 Proposed Budget including 3 Year Financial History)

Updated: December 14, 2017

	Actual 2014/2015	Actual 2015/2016	Actual 2016/17	Actual 2017/2018 To Date (P7)	Budget 2017/2018	% of Total Expenses	Proposed 2018/19	% of Total Expenses	Variance
<b>Revenues</b>									
Fines Fees	(200)		-	-	-		-		-
Cond. Grant NS (Other)	-	(3,841,700)	(3,800,000)	(2,216,700)	(3,800,000)		(3,800,000)		-
False Alarm	(96,300)	(95,200)	(98,300)	(47,900)	(105,000)		-		105,000
Sales of Services	(442,900)	(534,100)	(536,900)	(348,600)	(545,000)		(274,800)		270,200
SOT Cancel Fees	(71,300)	(97,400)	(109,500)	(70,800)	(80,000)		(80,000)		-
Recovery	(6,521,400)	(2,395,400)	(3,809,600)	(2,598,100)	(3,768,100)		(3,911,100)		(143,000)
Misc	(718,400)	(810,000)	(722,500)	(444,800)	(650,400)		(657,400)		(7,000)
	<b>(7,850,500)</b>	<b>(7,773,800)</b>	<b>(9,076,800)</b>	<b>(5,726,900)</b>	<b>(8,948,500)</b>		<b>(8,723,300)</b>		<b>225,200</b>
<b>Expenses</b>									
Salary - Regular	58,088,700	57,665,100	59,221,900	33,758,200	60,919,800		68,082,100		7,162,300
Overtime	3,022,200	3,575,800	3,512,900	2,018,100	2,650,300		2,843,100		192,800
Wages			500	-	132,400		132,400		-
PDP Increase	(107,500)	(87,900)	(199,900)	(64,200)	-		-		-
Court Time	1,146,300	1,110,900	1,055,500	754,400	1,187,500		1,290,700		103,200
Shift Agreements	67,800	68,200	79,800	300	-		-		-
Shift Differential	285,500	279,900	286,000	400	403,700		403,700		-
Extra Duty	619,800	641,000	619,100	500,000	612,400		612,400		-
Vacation Payout	25,800	48,300	30,000	54,000	-		-		-
Other Allowances	-	-	200	-	17,000		17,000		-
Benefits	11,623,600	11,804,700	12,122,900	6,849,500	12,001,600		13,373,900		1,372,300
	<b>74,772,200</b>	<b>75,106,000</b>	<b>76,728,900</b>	<b>43,870,700</b>	<b>77,924,700</b>	<b>90.03%</b>	<b>86,755,300</b>	<b>90.50%</b>	<b>8,830,600</b>
Vacancy	-	-	-	-	(700,000)	<b>-0.81%</b>	(600,000)	<b>-0.63%</b>	100,000
Honorariums	3,600	-	2,700	2,500	-		-		-
Retirement incentive	561,400	582,100	639,200	388,900	649,900	<b>0.75%</b>	762,000	<b>0.79%</b>	112,100
Severance	-	-	103,200	-	-		-		-
Workers Compensation	192,200	211,500	251,000	158,100	269,200	<b>0.31%</b>	291,000	<b>0.30%</b>	21,800
Overtime Meals	-	-	100	-	-		-		-
Clothing Allowance	416,900	434,100	431,100	278,100	418,100	<b>0.48%</b>	418,100	<b>0.44%</b>	-
Stipends	1,500	1,500	3,000	-	-		-		-
WCB Recov Earnings	-	-	(2,300)	-	-		-		-
On the Job Injuries	-	-	215,600	160,200	244,400		244,400	<b>0.25%</b>	-
Comp & Ben Interdept	424,100	505,200	358,400	249,900	449,400	<b>0.52%</b>	449,400	<b>0.47%</b>	-
HR CATS Wages	25,000	4,500	11,900	6,700	-		-		-
HR CATS OT	6,800	100	6,600	5,900	-		-		-
Telephone	166,800	158,000	162,200	88,500	173,600	<b>0.20%</b>	173,600	<b>0.18%</b>	-
Courier	32,700	27,200	26,000	14,400	29,100	<b>0.03%</b>	29,100	<b>0.03%</b>	-
Office Furniture	223,200	114,800	63,400	36,300	101,700	<b>0.12%</b>	101,700	<b>0.11%</b>	-
Computer Software & Licenses	66,900	93,900	61,800	45,800	118,000	<b>0.14%</b>	118,000	<b>0.12%</b>	-
Printing	5,200	1,700	300	1,100	3,600	<b>0.004%</b>	3,600	<b>0.004%</b>	-



## Operating Budget Work Paper (2018/19 Proposed Budget including 3 Year Financial History)

									Updated: December 14, 2017
	Actual 2014/2015	Actual 2015/2016	Actual 2016/17	Actual 2017/2018 To Date (P7)	Budget 2017/2018	% of Total Expenses	Proposed 2018/19	% of Total Expenses	Variance
Supplies	138,500	119,800	142,700	72,800	134,200	0.16%	134,200	0.14%	-
Other	-	-	-	-	-		-		-
Legal Fees	141,400	93,900	132,300	53,800	60,400	0.07%	60,400	0.06%	-
Consulting	46,200	40,100	127,600	17,900	37,900	0.04%	37,900	0.04%	-
Janitorial	69,700	97,300	119,900	82,800	141,500	0.16%	139,700	0.15%	(1,800)
Security	75,500	54,800	42,100	21,100	115,000		115,000		-
Refuse Collection	20,500	15,400	13,400	5,300	15,000	0.02%	15,000	0.02%	-
Outside Policing	253,200	325,700	437,500	70,600	337,000	0.39%	337,000	0.35%	-
Contract Services	2,033,700	2,286,300	2,164,900	1,099,400	1,973,000	2.28%	1,922,700	2.01%	(50,300)
Uniforms	279,000	319,200	391,300	133,700	203,200	0.23%	203,200	0.21%	-
Medical & First Aid	1,500	1,000	1,000	200	-		-		-
Patrol Equipment & Supply	427,800	462,700	381,600	230,900	398,400	0.46%	398,400	0.42%	-
Rec Supplies	-	500	2,900	600	-		-		-
Photo Supply	17,300	17,200	22,500	18,900	20,000	0.02%	20,000	0.02%	-
Bridge Tolls	-	-	100	-	-		-		-
Cleaning	5,500	8,100	5,600	200	5,700	0.01%	5,700	0.01%	-
Other Supplies	3,700	1,000	1,000	700	4,900	0.01%	4,900	0.01%	-
Hardware	1,200	-	700	-	-		-		-
Stone and Gravel	-	-	-	-	-		-		-
Paint	1,000	-	1,000	-	-		-		-
Other Materials	400	-	-	-	-		-		-
Electrical	3,000	200	500	-	-		-		-
Electricity	6,900	5,900	5,900	3,100	6,400	0.01%	6,400	0.01%	-
Building - Exterior	-	-	-	-	-		-		-
Building - Interior	700	4,900	-	-	-		-		-
Enviro Assess/Cleanup	-	-	100	-	-		-		-
Other Building Costs	51,000	67,100	45,400	12,900	47,300	0.05%	47,300	0.05%	-
Equipment Purchases	124,900	204,600	178,600	23,500	385,900	0.45%	385,900	0.40%	-
Small Tools	-	100	300	-	-		-		-
Computer Equipment	6,800	5,200	2,900	3,000	10,000	0.01%	10,000	0.01%	-
Equipment Rental	2,200	3,400	3,400	600	1,800	0.002%	1,800	0.002%	-
Equipment R&M	100,800	92,300	90,100	17,300	135,200	0.16%	135,200	0.14%	-
Computer R&M	19,200	13,500	8,700	-	8,700	0.01%	8,700	0.01%	-
Plumbing and Heating	-	100	200	-	-		-		-
Mechanical Equipment	4,000	35,000	2,100	500	4,100	0.005%	4,100	0.004%	-
Communications	203,800	258,200	838,500	411,200	885,100	1.02%	885,100	0.92%	-
Comm. Circuits	-	-	-	-	-	0.00%	-	0.00%	-
Airtime	763,000	334,300	253,100	147,600	258,700	0.30%	258,700	0.27%	-
Mobile Data	-	-	-	-	-		-		-
Site Rental	-	-	-	-	-	0.00%	-	0.00%	-



## Operating Budget Work Paper (2018/19 Proposed Budget including 3 Year Financial History)

Updated: December 14, 2017

	Actual 2014/2015	Actual 2015/2016	Actual 2016/17	Actual 2017/2018 To Date (P7)	Budget 2017/2018	% of Total Expenses	Proposed 2018/19	% of Total Expenses	Variance
Vehicle R&M	-	4,200	4,900	2,700	-		-		-
Fuel - Diesel	5,300	2,800	2,800	3,300	3,000	0.003%	3,000	0.003%	-
Fuel - Gas	900	-	100	200	1,000	0.001%	1,000	0.001%	-
Vehicle Rentals	-	400	1,200	1,800	-		-		-
Fleet Rentals	300	-	-	-	-		-		-
Other Vehicle Exp	-	-	-	-	-		-		-
Membership	28,100	30,800	35,000	31,700	27,200	0.03%	27,200	0.03%	-
Conferences	46,300	71,800	27,300	20,300	19,200	0.02%	19,200	0.02%	-
Travel - Local	27,900	30,000	28,100	11,100	25,900	0.03%	25,900	0.03%	-
Travel - Out of Town	347,700	350,700	347,700	182,700	329,700	0.38%	329,700	0.34%	-
Training	200,700	248,800	239,000	135,700	282,700	0.33%	282,700	0.29%	-
Licenses	30,600	-	56,200	45,300	84,800	0.10%	84,800	0.09%	-
Commission Fees	100	200	-	-	-	0.00%	-	0.00%	-
Cost of Sales	-	-	-	200	-	0.00%	-	0.00%	-
Facilities Rental	812,200	804,300	817,600	613,700	1,200,700	1.39%	1,192,100	1.24%	(8,600)
Advertising	29,700	21,300	24,700	15,900	20,500	0.02%	20,500	0.02%	-
Recruiting	1,400	1,100	-	-	-		-		-
Research Data Acquis	-	-	-	-	11,500	0.013%	11,500	0.012%	-
Public Education	-	-	100	-	-	0.000%	-		-
Books	10,900	12,700	12,300	7,700	10,400	0.01%	10,400	0.01%	-
Meals	19,500	22,000	16,800	11,000	27,300	0.03%	27,300	0.03%	-
Special Projects	29,800	23,400	29,400	10,400	23,300	0.03%	333,300	0.35%	310,000
Committee Expenses	-	-	-	-	500	0.001%	500	0.001%	-
Committee Events	200	-	-	-	-		-		-
Corporate Training	700	-	-	-	-		-		-
Rewarding Excellence	9,600	7,600	7,800	6,200	9,000	0.01%	9,000	0.01%	-
Other Goods	5,600	2,000	-	1,700	-		-		-
Inter Tfr Other	(1,600)	539,300	500	3,500	(500)	-0.001%	(500)	-0.001%	-
Inter Tfr Insur Funds	-	(2,700)	(1,900)	(3,300)	-		-		-
Inter Tfr Record Check	(9,900)	(6,400)	(7,600)	(4,300)	(3,300)	-0.004%	(3,300)	-0.003%	-
Inter Tfr Extra Duty	(193,800)	(184,800)	(173,900)	(194,900)	(212,400)	-0.245%	(212,400)	-0.222%	-
Inter Tfr Facility Rent	100	-	-	-	-		-		-
PM Labour - Reg	500	500	300	100	-		-		-
Insurance POL	63,300	67,000	52,100	27,800	54,100	0.06%	54,100	0.06%	-
Grants	-	-	5,000	-	-		-		-
Transfers - Reserves	(274,600)	(545,300)	(15,600)	(136,200)	(233,400)	-0.27%	(233,400)	-0.24%	-
Transfers - Capital	634,200	508,500	-	-	-		-		-
	83,526,600	84,118,600	85,990,900	48,530,000	86,552,300		95,866,100		9,313,800
<b>Net</b>	<b>\$ 75,676,100</b>	<b>\$ 76,344,800</b>	<b>\$ 76,914,100</b>	<b>\$ 42,803,100</b>	<b>\$ 77,603,800</b>		<b>\$ 87,142,800</b>		<b>\$ 9,539,000</b>