

Analyst Briefing Notes
Budget Committee
(March 26, 2007)

2007 OPERATING BUDGET

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2007 OPERATING BUDGET

Executive Summary

- The 2006 preliminary year-end actual expenditure for Clean and Beautiful City Secretariat of \$0.248 million is below the 2006 Approved Operating Budget of \$0.317 million by \$0.069 million or 21.8%. This favorable variance is primarily due to under expenditure in salaries and computer equipment of \$0.044 million and savings realized from cost-shared services provided by internal and external partners.
 - Expenditure reductions have been recommended in areas such as equipment and the resultant amount applied as offsets for increases due to economic factors in 2007.
- The strategic direction of the Secretariat in the next three years is to coordinate City Council’s initiatives and programs for a clean and beautiful city in liaison with both public and private sectors and to facilitate and implement the 2007-2010 Enhanced Neighbourhood Beautification Program as per the Mayor’s Mandate.
- The 2007 Recommended Operating Budget for Clean and Beautiful City Secretariat is \$1.066 million gross and \$1.036 million net. The recommended budget is 226.6% higher than 2006 Approved Operating Budget and comprises additional base budget funding of \$0.125 million and \$0.594 million in new funding.

Table 1: 2007 Recommended Budget

	2006		2007 Recommended Operating Budget			Change - 2007 Recommended from 2006 Approved Budget		FY Incremental Outlook	
	2006 Appvd. Budget	2006 Projected Actuals*	2007 Base	2007 New /Enhanced	2007 Operating Budget			2008	2009
	\$	\$	\$	\$	\$	\$	%	\$	\$
(In \$000s)									
GROSS EXP.	347.3	248.2	472.3	594.0	1,066.3	719.0	207.0	201.3	0.0
REVENUE	30.0	0.0	30.0	0.0	30.0	0.0	0.0		0.0
NET EXP.	317.3	248.2	442.3	594.0	1,036.3	719.0	226.6	201.3	0.0
Approved Positions	2.0	2.0	2.0	0.0	2.0	0.0	0.0		
TARGET			317.3		317.3				
\$ Over / (Under) Program Target			125.0		719.0				
% Over / (Under) Program Target			39.4%		226.6%				

Source: *Projected Actuals Based on the Preliminary Year-End Actual Expenditures.

- An increase of \$0.594 million gross and net expenditure to provide \$15,000 in operating funds per ward in 2007 is recommended as additional funding for the Neighbourhood Beautification Program to begin the investment of \$17.6 Million over 4 years under the Mayor's Mandate to build on the existing 3-year Clean and Beautiful City Program.
- The 2007 Recommended Base Budget of \$0.442 million is above the net target by \$0.125 million or 39.4% due to recommended inclusion of \$0.125 million communications costs under the 3-year Clean and Beautiful City Initiative Program previously absorbed by three City Programs.
 - Aside from the communications costs, the other key cost drivers relate to increase in cost of living (COLA) at an average of 3.25% for 2007 and merit and step increases that will result in additional costs of \$0.012 million.
 - The future year incremental impact of the recommended enhanced Neighbourhood Beautification Program in 2008 is \$0.220 million which reflects an increase in total operating funds per ward from \$0.015 million in 2007 to \$0.020 million.
 - The 2008 incremental outlook also incorporates labour cost adjustments of \$0.011 million and reversal of one-time expenditure of \$0.030 million, 2009 costs that relate to COLA have not been included as the increase is subject to future negotiations.
- The 2007 Recommended Operating Budget for the Secretariat of \$1.036 million net will provide funding for: an enhanced Neighbourhood Beautification Program; identifying and implementing new partnerships and funding opportunities, and coordinating and positioning City programs that are involved in the delivery of Clean and Beautiful City Initiatives.
- Given the increased size of the Neighbourhood Beautification Program, the Secretariat will need to:
 - Re-evaluate its delivery capacity in lieu of the recommended expansion of the Program in order to optimize use of resources and get the desired results.
 - Further develop the Neighbourhood Beautification Program selection and delivery system to include a clearly defined process as well as the role of Council in identifying and assigning Neighbourhood Beautification projects in respective wards.
 - Identify those operating impacts that the delivery of the Neighbourhood Beautification Program has on various City Programs' Operating Budgets and the actual service level impact that the Neighbourhood Beautification Program has on Program operations.
- In addition to the Neighbourhood Beautification Program, the Secretariat will continue to support the city-wide activities and projects under the 3-year Clean and Beautiful City Initiative in 2007 whose consolidated total in the 2007 Recommended Operating Budget is \$2.453 million and \$0.305 million in Approved Capital Budget.

Recommendations

The City Manager and Chief Financial Officer recommend that:

- (1) the 2007 Recommended Operating Budget for Clean and Beautiful City Secretariat of \$1.066 million in gross operating expenditure and \$1.036 million net, comprised of the following service, be approved:

<u>Service:</u>	<u>Gross</u> <u>(\$000s)</u>	<u>Net</u> <u>(\$000s)</u>
Clean and Beautiful City Secretariat	<u>1,066.3</u>	<u>1,036.3</u>
Total Program Budget	<u><u>1,066.3</u></u>	<u><u>1,036.3</u></u>

- (2) the Deputy City Manager responsible for the Clean and Beautiful City Secretariat report back to the Budget Committee in March 2007 with an Implementation Plan to support the delivery of the enhanced Neighbourhood Beautification Program total of \$0.660 million (additional \$0.014 million per ward) that addresses whether sufficient capacity exists to deliver such a program in 2007;
- (3) the Deputy City Manager responsible for Clean and Beautiful City Secretariat report to the Executive Committee in July 2007 with a multi-year plan for the implementation of the Enhanced Neighbourhood Beautification Program including the expected outcomes and future year operating budget implications across all City Programs; and,
- (4) the Deputy City Manager responsible for the 3-year Clean and Beautiful City Initiative report to the Executive Committee prior to the 2008 Budget with an evaluation and results/outcomes of the 3-year Clean and Beautiful City Initiative (2005-2007) and impacts that the added investments have had on City service levels.

Section A: 2006 Budget Variance Analysis

Table 2: 2006 Budget Variance Review

(In \$000s)	2005 Actuals	2006 Approved Budget	2006 Projected Actuals*	2006 Appvd. Budget vs Projected Actuals Variance	
	\$	\$	\$	\$	%
GROSS EXP.	350.4	347.3	248.2	(99.1)	(28.5)
REVENUES	0.0	30.0	0.0	(30.0)	(100.0)
NET EXP.	350.4	317.3	248.2	(69.1)	(21.8)
Approved Positions	2.0	2.0	2.0	0.0	0.0

Source: *Projected Actuals Based on the Preliminary Year-End Actual Expenditures.

2006 Experience

- Clean and Beautiful City Secretariat's preliminary year-end actual expenditure of \$0.248 million indicates a net under-expenditure of \$0.069 million. This favourable variance is attributed to:
 - An under expenditure in salary and benefit costs which were overstated in the 2006 Operating Budget.
 - One-time savings realized from cost-shared services rendered by some internal and external partners as well as computer equipment that is no longer required due to a reduction in start-up costs.
 - A \$0.030 million funding under Section 45 anticipated in 2006 for which implementation of the main project linked with the funding is now expected to be undertaken in 2007.

As a result, the Secretariat's preliminary net expenditure at year-end of \$0.248 million is 21.8% below the 2006 Approved Operating Budget.

Impact of 2006 Operating Variance on 2007 Recommended Budget

- The under-spending in salaries and benefits is not expected to continue in 2007 since an adjustment in the 2007 Recommended Operating Budget has been made to reflect actual costs.
- The savings realized from cost-shared services rendered by external partners relate to one-time only expenditure whereas expenditure reductions have been recommended in other areas such as equipment in 2007, the reductions would be applied as offsets for increases due to economic factors.
- It is expected that Streetscape improvements at Wilson Avenue and Dufferin Street Area arising from one time funding of \$0.030 million anticipated in 2006 will be implemented in 2007.

Section B: 2007 Operating Budget Overview

3-Year Operating Budget Overview

The strategic direction of the Secretariat over the next three years is to coordinate City Council's initiatives and programs for a clean and beautiful city in liaison with both public and private sectors. This will be accomplished by:

- Coordinating and positioning City Divisions and external partners involved in the delivery of Clean and Beautiful City Initiative.
- Implementing the 2007-2010 Enhanced Neighbourhood Beautification Program as per the Mayor's Mandate.
- Identifying and developing policies and programs that advance the 3-year Clean and Beautiful City Initiative.
- Developing and supporting communication strategies to increase public awareness and involvement in making Toronto more clean and beautiful.
- Identifying and implementing new partnerships and funding opportunities.

The 3-year Clean and Beautiful City Initiative - a Five-Point Action Plan, was established as a 3-year cross divisional initiative to support up to 48 projects across the city and was approved by Council in 2004 to provide new operating funds of \$6.372 million in 2005, \$3.754 million in 2006 and \$3.681 million in 2007 towards making Toronto a Clean and Beautiful City. In addition to operating funds, the Initiative was to provide cash flow funding for capital projects of \$5.598 million in 2005, \$1.400 million in 2006 and \$1.600 million in 2007.

The Clean and Beautiful City Secretariat was responsible for implementing the Neighbourhood Beautification Pilot Program (2005-2006) in addition to coordinating certain programs of City Divisions and external partners involved in the delivery of Clean and Beautiful City Initiative. The Secretariat provided significant staff support to the Mayor's Roundtable on a Beautiful City. The Secretariat's 2007 Recommended Operating Budget will continue to support this strategic direction and the enhanced Neighbourhood Beautification Program in 2007 and in the future. Also included in the 2007 Recommended Operating Budget is funding of \$0.125 million for communications directed at corporate Clean and Beautiful City Initiatives such as the Appreciation awards and a new campaign to increase civic pride through the reduction of litter, gum, cigarette butts and graffiti.

The 3-year Clean and Beautiful City Initiative Action Plan will end in 2007. The next phase of the Program is under development and will include an enhanced Neighbourhood Beautification Program as set out in the Mayor's Mandate starting in 2007.

The new recommended Program will build on the Clean and Beautiful City Program with an investment of \$17.6 million or \$100,000 per ward over four years. The existing base budget for the Clean and Beautiful City Secretariat of \$0.066 million is being increased by \$0.594 million in 2007 and an additional \$0.220 million in 2008 to bring the total operating funds per ward up from \$1,500 in 2006 to \$15,000 per ward in 2007 to a total of \$20,000 per ward in 2008. The balance of funding per ward will be capital in nature, starting in 2008.

The recommended funding for the Neighbourhood Beautification Program in 2007 will thus provide resources that will enable the Clean and Beautiful City Secretariat to continue to facilitate and

deliver on its mandate over the next four years while also identifying new funding opportunities and developing new partnerships.

In addition to the operating funds, an amount of \$1.0 million under the new Program to fund capital projects has been approved through the City Planning 2007 Recommended Capital Budget and a further \$3.520 million per year in 2008 up to 2010 has been earmarked in the City's 5-Year Capital Plan, subject to a multi-year plan being developed with appropriate City Program staff.

An inter-divisional team is currently reviewing capital projects planned for 2008 to 2010 to determine whether any projects already planned meet this priority. The interdivisional team will report back before the start of the 2008 Budget process on a recommended plan.

Service Delivery - Challenges and Issues

Resource Capacity

The 2007 Recommended Operating Budget for the Clean and Beautiful City Secretariat includes additional funding for the Neighbourhood Beautification Program that will increase funding per ward from the current \$1,500 to \$15,000 in 2007.

The Secretariat plans to increase the funding under the existing Neighbourhood Beautification Program from \$1,500 per ward to \$3,000 per ward in 2007, with the balance of \$12,000 going to Demonstration Projects in each ward. The expansion of the existing Program and introduction of Demonstration Projects will require that the Secretariat undertakes more consultations and coordination activities with City Programs, Councillors' offices and with third parties. Implementing the Demonstration Projects would also demand a certain level of capital projects expertise since the projects will be capital in nature.

The Secretariat will address these challenges and include its recommendations in an Implementation Plan that will be presented to the Budget Committee in March 2007.

Partners and Sponsors

One of the key responsibilities for the Clean and Beautiful City Secretariat is to identify and implement new partnerships and funding opportunities for the City.

In view of the enhanced program, the Secretariat will need to develop a systematic program to identify new partners, manage existing ones and align their interests with projects and locations that are of high priority to the City.

Mayor's Mandate

The 2007 Recommended Operating Budget for Clean and Beautiful City Secretariat addresses the following priority areas outlined in the Mayor's Mandate:

A Cleaner and More Beautiful City

- ***Neighbourhood Beautification Program***

The Secretariat acts as a resource for Council's priority to make Toronto a cleaner and more beautiful city through education, advocacy and new partnerships.

A total of \$0.594 million new and \$0.066 million base funding in the 2007 Recommended Operating Budget will go towards neighbourhood beautification projects in all the City's forty four wards. The expanded program that is being developed would cater for an increased program funding from present level of \$1,500 to \$15,000- per ward in 2007, with an increase of \$0.220 million that translates into \$20,000 per ward annually over the remaining three year period from 2008.

Cash flow funding of \$1.0 million under the new and enhanced Neighbourhood Beautification Program towards capital projects has been approved through the 2007 Capital Budget for City Planning with a further \$3.520 million per year in 2008 up to 2010 in the City's 5-Year Capital Plan to make Toronto's neighbourhoods in all wards even more clean and beautiful. The new capital funding would translate to \$80,000 per ward per year over the remaining three year period from 2008.

- ***Clean and Beautiful City Initiative***

The 3-year Clean and Beautiful City Initiative Action Plan that ends in 2007 though not part of the Mayor's Mandate, meets the criteria of priority areas outlined under "A Clean, Green and Beautiful City".

The Secretariat will continue to support the cross-divisional initiatives directed at various activities and projects under the 3-year Clean and Beautiful City Initiative in 2007. On a City-wide basis, the consolidated 2007 Recommended Operating Budget under the Initiative is \$2.453 million and \$0.305 million in Capital.

Section C: 2007 Recommended Base Budget

Table 3: 2007 Recommended Base Budget

(In \$000s)	2006 Appvd. Budget	2007 Recommended Base	Change		FY Incremental Outlook	
			2007 Recommended Base v. 2006 Appvd. Budget		2008	2009
	\$	\$	\$	%	\$	\$
GROSS EXP.	347.3	472.3	125.0	36.0	201.3	0.0
REVENUE	30.0	30.0	0.0	0.0	0.0	0.0
NET EXP.	317.3	442.3	125.0	39.4	201.3	0.0
Approved Positions	2.0	2.0	0.0	0.0		
NET TARGET		317.3			0.0	0.0
\$ Over / (Under) Program Target		125.0			201.3	0.0
% Over / (Under) Program Target		39.4%			63.44%	0.00%

2007 Recommended Base Budget

The 2007 Recommended Base Budget of \$0.472 million gross and \$0.442 million net represents a 39.4% increase above the Clean and Beautiful City Secretariat’s 2006 Approved Operating Budget of \$0.317 million net.

- The increase is primarily a result of recommended transfer of \$0.125 million for communications for the 3-year Clean and Beautiful City Initiative Program that was previously absorbed equally among 3 City Programs: Solid Waste, Parks, Forestry and Recreation and Transportation Services.

2007 Key Cost Drivers

The key cost drivers in 2007 include:

- Increase in net funding by \$0.125 million for communications for the 3-year Clean and Beautiful City Program previously absorbed by Solid Waste; Parks, Forestry and Recreation; and Transportation Services.
- Increase in Cost of Living Adjustments (COLA) at an average of 3.25 percent for 2007 is a non-discretionary expenditure that will result in additional costs of \$0.006 million.
- Merit and step increases for staff which are within the budget guidelines will require \$0.006 million in additional funding in 2007 while salaries and benefits have been reduced to reflect actual requirements for two staff totaling \$0.202 million.
- Additional computer hardware and software not required in 2006 and 2007 will result in expenditure reduction of \$0.006 million.

2008 and 2009 Outlook: Net Incremental Impact

Staff related costs of \$0.011 million and an increase in funding for the Neighbourhood Beautification Program of \$0.220 million, adjusted for a non-recurrent expenditure in 2008 with respect to funding under Section 45 will result in a net impact of \$0.201 million.

The outlook for 2009 does not include a provision for COLA, as the increase is subject to future negotiations. No other cost drivers are likely to impact the 2008 and 2009 operating budget if the 2007 service level is maintained.

Section D: 2007 Recommended Service Priorities

Table 4: Summary of 2007 New / Enhanced Service Priorities (In \$000s)

Priority	Description	2007 Recommended		Rec. New Positions	Net Incremental Impact	
		Gross Exp.	Net Exp.		2008	2009
		\$	\$	#	\$	\$
(a) Enhanced Service Priorities - Council Approved						
(b) Enhanced Service Priorities - Program Initiated						
1	Enhanced Neighbourhood Beautification Program	594.0	594.0		220.0	
Sub-Total Enhanced Services		594.0	594.0	0.0	220.0	0.0
(a) New Service Priorities - Council Approved						
(b) New Service Priorities - Program Initiated						
Sub-Total New Service Priorities		0.0	0.0	0.0	0.0	0.0
Total Recommended New / Enhanced Service Priorities						
		594.0	594.0	0.0	220.0	0.0

2007 Recommended Service Priorities

Enhanced Service Priorities – Program Initiated:

The Neighbourhood Beautification Program

One of the primary objectives for the Clean and Beautiful City Secretariat is to deliver the Neighbourhood Beautification Program and to coordinate City Programs that are involved in implementing the 3-year Clean and Beautiful City Initiative.

The Neighbourhood Beautification Program was tested as a pilot in 2005 and extended thereafter. A new and enhanced Program that will be developed as per the Mayor’s Mandate for ‘A Cleaner and More Beautiful City’ will expand the existing small-scale program under the Clean and Beautiful City Secretariat of \$0.066 million to \$0.660 million in 2007. An amount of \$1.0 million under the new Program to fund capital projects has been approved through City Planning’s 2007 Recommended Capital Budget in addition to the operating funds.

The new and expanded Neighbourhood Beautification Program expected to be ready for implementation by mid-2007, will provide operating and capital funds per ward as follows:

Enhanced Neighbourhood Beautification Program (2007 - 2010)

Year	OPERATING		CAPITAL		TOTAL (\$000s)
	Funding Per ward (Operating)	Total City-wide (\$000s)	Funding Per ward (Capital)	Total City-wide (\$000s)	Operating & Capital City-wide
2007	\$15,000	0.660 million		1.000 million	1.660 million
2008	\$20,000	0.880 million	\$80,000	3.520 million	4.400 million
2009	\$20,000	0.880 million	\$80,000	3.520 million	4.400 million
2010	\$20,000	0.880 million	\$80,000	3.520 million	4.400 million

The total funding recommended in 2007 is less by \$2.740 million and reflects realistic first year capacity to deliver the Program. The expanded Neighbourhood Beautification Program will require additional operating funds of \$0.594 million gross and net in 2007, with a net increase of \$0.220 million in 2008 and no increase in 2009.

Cash flow funding of \$3.520 million per year in 2008 up to 2010 has been approved in the City's 5-Year Capital Plan to make Toronto's neighbourhoods even more clean and beautiful under the enhanced Neighbourhood Beautification Program.

Issues for Discussion

2007 Operating Budget Issues

Enhanced Neighbourhood Beautification Program

Operation of the Clean and Beautiful City Secretariat including delivery of the Neighbourhood Beautification Program is supported by 2 Project Officers whose salaries are paid for out of Cluster 'A' and 'B' budgets. During the 2007 Budget process, the Deputy City Managers responsible for Parks, Forestry & Recreation and Transportation Services in clusters 'A' and 'B' confirmed that they would continue to fund the staff costs in 2007.

Given that the 2007 Recommended Operating Budget would increase funding for the enhanced Neighbourhood Beautification Program by tenfold from \$0.066 million to \$0.660 million, the capacity of the Secretariat to deliver on the expanded Program in 2007 with its current resources may be a challenge.

Therefore, it is recommended that the Deputy City Manager responsible for Clean and Beautiful City Secretariat;

- i) report to the Budget Committee in March 2007 with a Implementation Plan that supports the delivery of the enhanced Neighbourhood Beautification Program in 2007; and,
- ii) report to the Executive Committee in July 2007 with a multi-year implementation plan to support the expanded Neighbourhood Beautification Program.

Program Administration

In view of new recommended funding effective in 2007 for the Neighbourhood Beautification Program, systems and processes for delivering the program need to be established, expanded and/or streamlined.

The Secretariat would need to further develop and/or streamline the Neighbourhood Beautification Program selection and delivery system so as to provide for a clearly defined process and role for Council in identifying and assigning Neighbourhood Beautification projects in the respective wards.

It is anticipated that the enhanced Neighbourhood Beautification Program's multi-year implementation plan to be developed will incorporate administrative modalities that will be put in place to facilitate efficient and equitable delivery of the program.

Operating Budget Impacts City-wide

Most projects and partnerships developed under the Neighbourhood Beautification Program once completed will require continuous maintenance.

An assessment of these operating impacts needs to be undertaken to ensure that all the costs have been accurately factored into the future year outlooks of all City programs that support the Neighbourhood Beautification Program such as Parks, Forestry and Recreation.

It is recommended that these operating impacts be identified by the Deputy City Manager responsible for Clean and Beautiful City Secretariat and be included in the multi-year plan to be presented to the Executive Committee in July 2007.

The 3-year Clean and Beautiful City Initiative (2005-2007)

In 2004, Council approved the 3-year Clean and Beautiful City Initiative, an action plan that was set up to provide new operating and capital funds for projects across the city towards making Toronto a clean and beautiful city.

A total of \$6.372 million in new operating funding City-wide was approved under the action plan in 2005 and \$2.008 million in 2006, and cash-flow funding of \$5.598 million in 2005 and \$1.650 million in 2006 was approved for capital projects. The 3-year term for the Clean and Beautiful City Initiative ends in 2007.

In addition to the Neighbourhood Beautification Program, the Clean and Beautiful City Secretariat will also continue to support various city-wide activities and projects under the 3-year Clean and Beautiful City Initiative in 2007. New funding under the Initiative in the 2007 Recommended Operating Budget is \$2.453 million City-wide and \$0.305 million has been approved in 2007 Capital Budget for Parks, Forestry and Recreation as per the summary below:

2007 Recommended New Funding - Clean & Beautiful City Initiative (2005 - 2007)

PROGRAM	DESCRIPTION	AMOUNT (\$)
City Planning	Enhanced Architecture & Urban Design Awards	5,900
Parks, Forestry & Recreation	(a) Ravines & Watercourse Maintenance	794,700
	(b) Beach & Waterfront Maintenance	470,300
	(c) Urban Forestry	932,400
Clean & Beautiful Secretariat	Clean & Beautiful City Communication Plan	125,000
Transportation	Roadway Cleaning - Weed Control (Mechanical; no pesticides)	125,000
Total	Operating Budget	2,453,300
Parks, Forestry & Recreation	Urban Forestry Tree Maintenance Equipment	305,000
Total	Capital Budget	305,000
Grand Total	2007 Total Funding - Clean & Beautiful City Initiative	2,758,300

The Deputy City Manager responsible for the 3-year Clean and Beautiful City Initiative is requested to report to the Executive Committee prior to the 2008 Budget process with an evaluation of the Program results/outcomes and impacts the added investments have had on City service levels.

Issues Referred to 2007 Operating Budget Process

The Deputy City Manager responsible for Clean and Beautiful City Secretariat was requested to report to the Budget Advisory Committee prior to the 2007 Budget process on the status and budget implications of the Clean and Beautiful Secretariat for 2007.

In view of the continued funding that has been recommended in the Secretariat's 2007 Operating Budget, it is anticipated that the status and budget implications of the Secretariat have been addressed. Reports to be submitted to the Executive Committee in July, 2007 and prior to the 2008 Budget process would further address this issue.

Appendix 1

Summary of Recommended Base Budget Changes
From 2006 Approved Budget

(In \$000s)	Summary of 2007 Base Budget Adjustments				Net Incremental Outlook	
	Approved Positions	Gross Expenditures	Revenues	Net	2008	2009
		\$	\$	\$	\$	\$
2006 Council Approved Operating Budget	2.0	317.3	0.0	317.3	0.0	0.0
In-year approvals and technical adjustments		30.0	30.0	0.0		
Corporate adjustments						
2006 Approved Operating Budget	2.0	347.3	30.0	317.3	0.0	0.0
Prior year impacts				0.0		
Zero base items				0.0		
Economic factors		12.7	0.0	12.7	11.4	0
Adjusted Base Budget	2.0	360.0	30.0	330.0	11.4	0.0
Other base changes		112.3		112.3		
Base revenue changes	0.0			0.0		
Recommended Service Level Adjustments:						
Service efficiencies						
Revenue adjustments						
Minor service impact						
Major service impact						
Total Recommended Base Adjustments	0.0	112.3	0.0	112.3	0.0	0.0
2007 Recommended Base Budget	2.0	472.3	30.0	442.3	11.4	0.0
2007 Program Operating Target	N/A	N/A	N/A	317.3	0.0	0.0
% Over (Under) Program Target				39.4%	3.6%	0.00%
% Over (Under) 2006 Appvd. Budget				39.4%	3.6%	0.00%

Appendix 2

Summary of Service Level Adjustments

Appendix 3

Summary of 2007 Recommended New / Enhanced Service Priorities