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## 2007 BUDGET BRIEFING NOTE

### Options to Achieve Budget Committee Targets

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#### Issue/Background:

- The debt-funded portion of the Toronto Police Service's (TPS) Capital Program, as approved by the TPS Board (the Board), exceeds the City debt target by \$3.1M in 2007 (\$35.8M Board-approved budget versus \$32.7M debt target), and by \$1.9M on average for the years 2007-2011 (\$34.6M Board-approved budget versus \$32.7M debt target).
- At its meeting of February 16, 2007, the City's Budget Committee requested that the Board provide a briefing note "on projects which could be reduced or deferred in the 2007-2011 Capital Plan, so that the recommended debt funding of \$32.700 Million is not exceeded in each of the five years; and further, include how the Toronto Police Services Board would stay within the recommended annual debt funding of \$32.700 Million in the event the Federal Department of National Defence funding for the New Training Facility does not materialize."
- Due to time constraints, the information presented in this report has been reviewed by the Chief of Police and Chair of the Board. However, the revisions identified have not been submitted to the Police Services Board for consideration and approval.

Note: It was the understanding of the Board Chair and the Service staff, at the Budget Committee meeting of February 16, 2007, that the Budget Committee would consider the Service achieving the \$32.7M target on average during the 5 year capital program. However, this is not reflected in the motion above.

#### *Debt-Funding Targets:*

- The debt-funding target for the Toronto Police Service has changed significantly over the last year.
  - The Service's Capital target was set at \$35M during the 2006-2010 process (reduced from a target of \$40M set the year before).
  - In late April 2006, the City reduced the Service's annual target to \$28M for the years 2007-2010, and requested the Service (as well as all departments, agencies, boards and commissions) to submit a revised capital program for the years 2007-2010. City staff, however, recognized the need for the Service to replace aging facilities and outdated technology, and supported a \$35M average request, with the understanding that the Service would accommodate the replacement of radios (\$35.5M and previously to be funded from other sources) and Information Technology (IT) lifecycle costs (average of \$7M per year), without increasing the \$35M net average annual target. This was

achieved by the Service, and the Board approved (June 2006) a revised 2006-2010 capital program, which averaged \$35M for the years 2007-2010 of the program. The revised program was submitted to the City.

- The City's current debt funding guideline for the Toronto Police Service is \$28.5M in 2007 (\$28.3M on average for 5 years). City Finance staff, however, have recommended an annual debt level (capital requirement funded from debt) of \$32.7M.
- City Finance staff have also requested that the annual cashflow requirements equal the annual capital target (which is established at the same level for each year in the capital program). The Service has committed to meet its target, on average, over the 5 year period. However, due to the fact there are a number of projects in the program at various stages of completion, it is not possible to meet a uniform annual target each year.

*Cashflow Carryforward for Traffic Services & Garage Facility:*

- There is an outstanding issue with respect to the Traffic Services and Garage Facility, located at 9 Hanna St. The last year of funding for this project was 2005. Due to outstanding legal issues between the City and the previous owner of the property, the Service has not been able to move into the facility until 2007 (the planned move-in date is April 2007). \$252,000 of unspent funds, approved in 2005, will be therefore required in 2007 for the move. Based on current City carryforward policy, the Service would have to include the \$252,000 in the 2007-2011 program as a new requirement, effectively cutting into the Service's capital funds for 2007.
- Given that this two-year delay was completely beyond the control of the Service, the Service was under the understanding that special consideration would be given to waive the cashflow carryforward rule for this project. This would provide some relief to the Service's capital budget and not penalize the Service for an issue beyond its control. City staff are, however, recommending the inclusion of this \$252,000 in the Service's 2007-2011 request.
- The Service's revised request does not include \$252,000 for the Traffic Services and Garage facility.

*Reductions Required to Achieve the City \$32.7M Annual Target:*

- The Board approved its 2007-2011 Capital program at its October 2006 meeting, in the amount of \$36.3M for 2007, and \$34.8M on average for five years. Following discussions with City staff, the Board's Budget Sub-Committee considered options for reducing the capital budget. Taking into consideration operational requirements, the Board was able to reduce the 2007 request to \$35.8M, and the 5-year average to \$34.6M. The Board approved this revised capital program, for submission to the City at its November 2006 meeting.
- Service staff have reviewed all projects in the 2007-2011 capital program to identify any possible deferrals or reductions that could be made to reduce the budget request:

- Each project's budget and cashflow has been reviewed in detail, to ensure the most up-to-date information is included in the revised request.
- Each project's justification and timing has been reviewed, again, in an attempt to defer projects wherever possible and feasible.
- Two scenarios are presented here:
  - Attachment 1 provides a summary of Scenario A (i.e. reducing the Service's Capital Plan so that the recommended debt funding of \$32.7M is not exceeded). Given the status of projects already committed to and started, it is not possible to develop a program that does not exceed \$32.7M in each of the five years. However, \$32.7M in 2007, and an average of \$32.7M over the five years, has been achieved.
  - Attachment 2 provides a summary of Scenario B (what the Service's Capital Plan would be in the event the Federal Department of National Defence (DND) funding does not materialize). In this case, a \$32.7M average capital target is not possible. The best the Service could achieve under this scenario is an average of \$33.6M over the 5 years, including \$36.2M in 2007.

*Summary of Overall Changes to Capital Projects:*

- Given that the entire 2007-2011 is being reviewed and updated, the Service has updated all project requirements based on the most current information. As such, the following changes have been incorporated into the revised program:
  - Ensuring a green environment: At its February 16, 2007 meeting, the Board recommended that all future facilities be designed to the LEED-Silver standard. As a result, all future facilities may cost more to renovate or build. \$2M per facility has been included for new 11 Division and 14 Division facilities, to meet the LEED-Silver certification level. The New Training Facility project had already been revised for the LEED-Silver standard, at a cost of \$4M. Therefore, the revised 2007-2011 capital program includes \$8M (or an average of \$1.6M/yr.) to meet the LEED-Silver standard.
  - Delays in construction: The current construction market is volatile, and has been experiencing 8% inflation in recent years. Any delays in construction or renovation of facilities results in an inflationary increase in project costs. This inflation has been taken into account in updating the cost estimates for the 11 and 14 Division capital projects.
  - Project-specific information: The scope of some projects has changed since Board approval. For example, the site that is currently being considered for 14 Division will most likely require the construction of an underground parking facility. This change results in increased cost. This, and any other known changes have therefore been included in the revised cost estimate.

*Scenario A: Reducing the Service's Capital Plan so that the recommended debt funding of \$32.7M is not exceeded:*

- The Service, through cashflow changes and deferrals, has addressed the first scenario set forth by the Budget Committee. These changes do, however, impact on Service operations due to later completion of projects. The scenario, provided in Attachment 1, achieves the target of \$32.7M in 2007, and reflects funding requirements that average \$32.7M for the five-year program (each year from 2008 to 2011 varies somewhat from target). In particular, due to the cashflow requirements of the Service's new training facility project, the 2008 cashflow requirement is \$15.2M above the \$32.7M target, while the 2009 target is \$13.2M below the target.
- The following changes have been identified to the Board-approved budget:
  - 11 Division: Revised assumptions for land acquisition indicate that design for this building will not begin until 2009 (a one-year delay). Cashflow assumptions have been modified based on the revised start date and experience to date with other facilities. Project costs have been adjusted by \$4.3M (\$2.0M to achieve LEED-Silver, and \$2.3M for inflation increases, based on revised cash flows).
  - 14 Division: Project costs have been adjusted by \$8.1M (\$2.0M for LEED-Silver certification, \$5.4M for the construction of underground parking, and \$0.6M for anticipated lost funding from 2006). Cashflow assumptions have been modified based on experience to date with other facilities (e.g. construction of 23 Division which was recently completed).
  - Property & Evidence Management Storage: This project has been delayed from 2010 to beyond 2011 pending the results of a study being conducted in 2007.
  - Intelligence / Special Investigations Facility: The second (and third) phase of this project has been delayed from 2008 to 2010, delaying renovations that would improve operational efficiencies for this unit.
  - HRMS and TRMS Additional Functionality: The 2007 funding for these projects has been deferred to 2008 based on recent discussions with human resources staff. Any further adjustments required will be known later this year and reflected in the 2008-2012 capital program.
  - In-Car Camera: This project is currently in its pilot phase. It is important to note that the scope of this project has been reduced to include only "Traffic" cars (140), rather than all marked cars (450). As a result, the overall project budget has been reduced by \$2.3M, and cashflows adjusted accordingly. The rollout of cameras to the remaining marked cars will be evaluated at a later date, and reflected in the Service's capital program as appropriate and feasible.
  - Future projects: Data Warehouse Establishment (originally scheduled to begin in 2010) and Electronic Document Management (2011) have been postponed to beyond 2011. The risk associated with the further delay in the Data Warehouse Establishment initiative is that the Service will continue to manually manage data quality and integrity issues associated with the management of numerous information silos used in the Service's

decision-making process. The Service will review these requirements in the development of future capital programs.

*Scenario B: Reducing the Service's Capital Plan so that the recommended debt funding of \$32.7M is not exceeded, in the event DND funding does not materialize:*

- The Service has not been able to fully achieve the second scenario set forth by the Budget Committee (i.e., if the \$9.8M DND funding does not materialize). The scenario, provided in Attachment 2, indicates a \$33.6M request on average, which includes a requirement of \$36.2M in 2007.
- The following additional changes were made to Scenario A to arrive at Scenario B:
  - Intelligence / Special Investigations Facility: The second (and third) phase of this project has been delayed even further, to 2012. This will further delay the renovation of this facility that would result in better utilisation of the space.
  - 2007 New Projects: Two new projects (Geocoding Engine [\$0.5M] and Police Community Automated Notification System, or PCANS [\$0.9M]) have been postponed from 2007 to 2012 (outside of the five-year program). The Geocoding Engine project would provide improved crime analysis at the neighbourhood level; PCANS would provide improved communications from the Service to the community, via internet, phone and fax capabilities. These capabilities would not be addressed until 2012 under this scenario.

### **Conclusion:**

This briefing note responds to a request from the City's Budget Committee to identify reductions necessary to achieve an annual target of \$32.7M.

It is important to note that the reductions, deferrals, cost estimate revisions, and new requirements (e.g. LEEDS-Silver certification) identified in this briefing note are in addition to significant changes made by the Service and approved by the Board in June 2006, and reflected in the capital program (which averaged \$34.6M annually) submitted to the City in November 2006.

These changes include:

- Absorbing \$35.5M to replace our aging and obsolete radios (this was previously to be funded through other sources).
- Funding our computer lifecycle replacements out of our equipment reserve, instead of the capital program.
- Absorbing higher cost estimates for the facility projects in our program, in particular the new training facility (\$28M gross, and \$18M net).

The additional changes identified to achieve the City's \$32.7M annual target, significantly impacts our information technology projects in our plan and essentially makes no room for any new projects in the next few years.

While the revised program outlined in Attachment 1 achieves the \$32.7M annual target on average over the 5 years, it is not realistic or possible for our annual cashflow requirements to meet the \$32.7M target each year. This is due to the fact we have a number of projects in our capital program at various stages of completion and with varying cashflow requirements.

The replacement of our aging facilities continues to be a priority for the Service. The revisions identified to achieve the \$32.7M target, preserves our ability to meet our facility replacement objectives. However, the reductions do adversely impact the timing of other projects in our program. In particular, the delay in the Data Warehouse Establishment initiative will require the Service to continue to manually manage data quality and integrity associated with the management of numerous information silos, adding additional pressures on administration and analysis staff to validate that information that is used in the Service's decision-making process.

It is important to note that the Police Services Board has not considered and approved the revisions identified in this briefing note.

**Attachment:**

Attachment 1 : Summary of Scenario A (Reducing the Service's Capital Plan so that the recommended debt funding of \$32.7M is not exceeded)

Attachment 2 : Summary of Scenario B (Reducing the Service's Capital Plan so that the recommended debt funding of \$32.7M is not exceeded, in the event DND funding does not materialize)

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2007 - 2011 CAPITAL PROJECTS (000's) - \$32.7M with DND (Scenario A)

Attachment 1

Project Name	Plan	2006	2007-2011 Request					2012-2016	Total	
	to end of 2006	Carry forward*	2007	2007 Total Request	2008	2009	2010	2011	Proj. Total	Project Cost
<b>Facility Projects</b>										
23 Division (Kipling and Finch)	15,165.0	-456.1	2,500.0	2,043.9						17,665.0
New training Facility (Replacement of C.O. Bick College)	5,900.0	1,092.4	26,169.0	27,261.4	38,663.0	5,100.0				75,832.0
11 Division - Central Lockup	200.0					555.0	7,397.0	10,950.0	6,581.0	25,483.0
14 Division - Central Lockup	1,000.0	999.0		999.0	3,652.0	10,352.0	9,539.0	4,516.6		29,059.6
Intelligence / Special Investigations Facility			1,000.0	1,000.0			1,000.0	2,800.0		4,800.0
Property & Evidence Management Storage (starting in 2007)			258.0	258.0					21,541.0	21,799.0
Long Term Facility Plan									105,186.0	105,186.0
<b>Information Technology Projects</b>										
Automated Vehicle Location System Expansion	780.0	349.3	405.0	754.3	405.0					1,590.0
HRMS additional functionality	1,915.0	1,415.0		1,415.0	745.0	500.0				3,160.0
TRMS additional functionality	2,453.0	1,903.0		1,903.0	215.0					2,668.0
In - Car Camera	662.0	124.0	1,000.0	1,124.0	2,300.0	2,300.0	2,400.0			8,662.0
Digital Video Asset Management II	2,350.0	2,098.4		2,098.4	2,015.0	1,300.0				5,665.0
Jet Forms Replacement	638.0		550.0	550.0						1,188.0
Geocoding Engine			457.0	457.0						457.0
Police Community Automated Notification System (PCANS)			927.0	927.0						927.0
CASC System Replacement			1,500.0	1,500.0						1,500.0
Data Warehouse Establishment									6,514.0	6,514.0
Electronic Document Management									500.0	500.0
Record Management System Replacement (beyond 2007 project)									8,000.0	8,000.0
Radio Console Dispatch for Communication Centre									220.0	220.0
<b>Replacements / Maintenance / Equipment</b>										
Radio Replacement	8,530.1	199.6		199.6			9,600.0	11,400.0		29,530.1
Facility Security	2,745.0	160.9	400.0	560.9	515.0					3,660.0
Furniture Lifecycle Replacement	2,250.0	250.5	750.0	1,000.5						3,000.0
State-of-Good-Repair - Police	10,730.0	543.7	1,700.0	2,243.7	1,800.0	1,900.0	1,900.0	1,900.0	9,500.0	29,430.0
<b>Total Capital Budget Request</b>	<b>55,318.1</b>	<b>8,679.7</b>	<b>37,616.0</b>	<b>46,295.7</b>	<b>50,310.0</b>	<b>22,007.0</b>	<b>31,836.0</b>	<b>31,566.6</b>	<b>158,042.0</b>	<b>386,495.7</b>
<b>Other than debt expenditure (Draw from Reserve)</b>										
Vehicle and Equipment Replacement	15,099.0		5,098.0	5,098.0	5,033.0	5,033.0	5,033.0	5,033.0	25,165.0	65,494.0
Workstation, Laptop, Printer - Lifecycle plan	7,218.0	86.4	4,341.0	4,427.4	4,040.0	5,260.0	4,300.0	4,480.0	26,150.0	55,789.0
Servers - Lifecycle Plan	4,668.0	108.3		108.3	2,810.0	2,910.0	3,010.0	3,120.0	16,950.0	33,468.0
IT business resumption- Lifecycle Plan	7,164.0	1,188.5	260.0	1,448.5			1,590.0	1,640.0	8,920.0	19,574.0
Mobile Workstations						6,436.0			15,940.0	22,376.0
Network Equipment									4,610.0	4,610.0
Locker Replacement			550.0	550.0	550.0	550.0	550.0			2,200.0
Radio Replacement					4,000.0	2,000.0				6,000.0
<b>Total - Other than debt expenditure</b>	<b>34,149.0</b>	<b>1,383.2</b>	<b>10,249.0</b>	<b>11,632.2</b>	<b>16,433.0</b>	<b>22,189.0</b>	<b>14,483.0</b>	<b>14,273.0</b>	<b>97,735.0</b>	<b>209,511.0</b>
<b>Land Cost</b>										
54 Division	1,708.0	1,708.0		1,708.0						1,708.0
14 Division	4,230.0	4,230.0		4,230.0						4,230.0
41 division	3,254.0	3,254.0		3,254.0						3,254.0
11 Division	2,500.0	2,500.0	3,000.0	5,500.0						5,500.0
13 Division									5,500.0	5,500.0
<b>Total Land Request</b>	<b>11,692.0</b>	<b>11,692.0</b>	<b>3,000.0</b>	<b>14,692.0</b>					<b>5,500.0</b>	<b>20,192.0</b>
<b>Total Gross Request</b>	<b>101,159.1</b>	<b>21,754.9</b>	<b>50,865.0</b>	<b>72,619.9</b>	<b>66,743.0</b>	<b>44,196.0</b>	<b>46,319.0</b>	<b>45,839.6</b>	<b>261,277.0</b>	<b>616,198.7</b>
<b>Funding from Vehicle &amp; Equip. Reserve</b>	<b>-34,149.0</b>	<b>-1,383.2</b>	<b>-10,249.0</b>	<b>-11,632.2</b>	<b>-16,433.0</b>	<b>-22,189.0</b>	<b>-14,483.0</b>	<b>-14,273.0</b>	<b>-97,735.0</b>	<b>-209,511.0</b>
<b>Funding from LARF</b>	<b>-11,692.0</b>	<b>-11,692.0</b>	<b>-3,000.0</b>	<b>-14,692.0</b>					<b>-5,500.0</b>	<b>-20,192.0</b>
<b>Funding from Department of National Defence (DND)</b>			<b>-4,916.0</b>	<b>-4,916.0</b>	<b>-2,458.0</b>	<b>-2,458.0</b>				<b>-9,832.0</b>
<b>Total Net Request</b>	<b>55,318.1</b>	<b>8,679.7</b>	<b>32,700.0</b>	<b>41,379.7</b>	<b>47,852.0</b>	<b>19,549.0</b>	<b>31,836.0</b>	<b>31,566.6</b>	<b>158,042.0</b>	<b>376,663.7</b>
<b>Target</b>			<b>32,700.0</b>		<b>32,700.0</b>	<b>32,700.0</b>	<b>32,700.0</b>	<b>32,700.0</b>		
<b>Variance to Target</b>					<b>15,152.0</b>	<b>-13,151.0</b>	<b>-864.0</b>	<b>-1,133.4</b>		
<b>2007-2011 Average</b>								<b>32,700.7</b>		

Traffic Services and Garage Facility 2005 Carryforward is not included as a 2007-2011 new request (\$250,000)

\* Cash carryforward updated as of February 19, 2007.

2007 - 2011 CAPITAL PROJECTS (000's) - \$32.7M without DND (Scenario B)

Attachment 2

Project Name	Plan	2006	2007-2011 Request					2012-2016	Total	
	to end of 2006	Carry forward*	2007	2007 Total Request	2008	2009	2010	2011	Proj. Total	Project Cost
<b>Facility Projects</b>										
23 Division (Kipling and Finch)	15,165.0	-456.1	2,500.0	2,043.9	0.0	0.0	0.0	0.0	0.0	17,665.0
New training Facility (Replacement of C.O. Bick College)	5,900.0	1,092.4	26,169.0	27,261.4	38,663.0	5,100.0	0.0	0.0	0.0	75,832.0
11 Division - Central Lockup	200.0	0.0	0.0	0.0	0.0	555.0	7,397.0	10,950.0	6,581.0	25,483.0
14 Division - Central Lockup	1,000.0	999.0	0.0	999.0	3,652.0	10,352.0	9,539.0	4,516.6	0.0	29,059.6
Intelligence / Special Investigations Facility	0.0	0.0	1,000.0	1,000.0	0.0	0.0	0.0	0.0	3,800.0	4,800.0
Property & Evidence Management Storage (starting in 2007)	0.0	0.0	258.0	258.0	0.0	0.0	0.0	0.0	21,541.0	21,799.0
Long Term Facility Plan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	105,186.0	105,186.0
<b>Information Technology Projects</b>										
Automated Vehicle Location System Expansion	780.0	349.3	405.0	754.3	405.0	0.0	0.0	0.0	0.0	1,590.0
HRMS additional functionality	1,915.0	1,415.0	0.0	1,415.0	745.0	500.0	0.0	0.0	0.0	3,160.0
TRMS additional functionality	2,453.0	1,903.0	0.0	1,903.0	215.0	0.0	0.0	0.0	0.0	2,668.0
In - Car Camera	662.0	124.0	1,000.0	1,124.0	2,300.0	2,300.0	2,400.0	0.0	0.0	8,662.0
Digital Video Asset Management II	2,350.0	2,098.4	0.0	2,098.4	2,015.0	1,300.0	0.0	0.0	0.0	5,665.0
Jet Forms Replacement	638.0	0.0	550.0	550.0	0.0	0.0	0.0	0.0	0.0	1,188.0
Geocoding Engine	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	457.0	457.0
Police Community Automated Notification System (PCANS)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	927.0	927.0
CASC System Replacement	0.0	0.0	1,500.0	1,500.0	0.0	0.0	0.0	0.0	0.0	1,500.0
Data Warehouse Establishment	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	6,514.0	6,514.0
Electronic Document Management	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	500.0	500.0
Record Management System Replacement (beyond 2007 project)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	8,000.0	8,000.0
Radio Console Dispatch for Communication Centre	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	220.0	220.0
<b>Replacements / Maintenance / Equipment</b>										
Radio Replacement	8,530.1	199.6	0.0	199.6	0.0	0.0	9,600.0	11,400.0	0.0	29,530.1
Facility Security	2,745.0	160.9	400.0	560.9	515.0	0.0	0.0	0.0	0.0	3,660.0
Furniture Lifecycle Replacement	2,250.0	250.5	750.0	1,000.5	0.0	0.0	0.0	0.0	0.0	3,000.0
State-of-Good-Repair - Police	10,730.0	543.7	1,700.0	2,243.7	1,800.0	1,900.0	1,900.0	1,900.0	9,500.0	29,430.0
<b>Total Capital Budget Request</b>	<b>55,318.1</b>	<b>8,679.7</b>	<b>36,232.0</b>	<b>44,911.7</b>	<b>50,310.0</b>	<b>22,007.0</b>	<b>30,836.0</b>	<b>28,766.6</b>	<b>163,226.0</b>	<b>386,495.7</b>
<b>Other than debt expenditure (Draw from Reserve)</b>										
Vehicle and Equipment Replacement	15,099.0	0.0	5,098.0	5,098.0	5,033.0	5,033.0	5,033.0	5,033.0	25,165.0	65,494.0
Workstation, Laptop, Printer - Lifecycle plan	7,218.0	86.4	4,341.0	4,427.4	4,040.0	5,260.0	4,300.0	4,480.0	26,150.0	55,789.0
Servers - Lifecycle Plan	4,668.0	108.3	0.0	108.3	2,810.0	2,910.0	3,010.0	3,120.0	16,950.0	33,468.0
IT business resumption- Lifecycle Plan	7,164.0	1,188.5	260.0	1,448.5	0.0	0.0	1,590.0	1,640.0	8,920.0	19,574.0
Mobile Workstations	0.0	0.0	0.0	0.0	0.0	6,436.0	0.0	0.0	15,940.0	22,376.0
Network Equipment	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4,610.0	4,610.0
Locker Replacement	0.0	0.0	550.0	550.0	550.0	550.0	550.0	0.0	0.0	2,200.0
Radio Replacement	0.0	0.0	0.0	0.0	4,000.0	2,000.0	0.0	0.0	0.0	6,000.0
<b>Total - Other than debt expenditure</b>	<b>34,149.0</b>	<b>1,383.2</b>	<b>10,249.0</b>	<b>11,632.2</b>	<b>16,433.0</b>	<b>22,189.0</b>	<b>14,483.0</b>	<b>14,273.0</b>	<b>97,735.0</b>	<b>209,511.0</b>
<b>Land Cost</b>										
54 Division	1,708.0	1,708.0	0.0	1,708.0	0.0	0.0	0.0	0.0	0.0	1,708.0
14 Division	4,230.0	4,230.0	0.0	4,230.0	0.0	0.0	0.0	0.0	0.0	4,230.0
41 division	3,254.0	3,254.0	0.0	3,254.0	0.0	0.0	0.0	0.0	0.0	3,254.0
11 Division	2,500.0	2,500.0	3,000.0	5,500.0	0.0	0.0	0.0	0.0	0.0	5,500.0
13 Division	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5,500.0	5,500.0
<b>Total Land Request</b>	<b>11,692.0</b>	<b>11,692.0</b>	<b>3,000.0</b>	<b>14,692.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>5,500.0</b>	<b>20,192.0</b>
<b>Total Gross Request</b>	<b>101,159.1</b>	<b>21,754.9</b>	<b>49,481.0</b>	<b>71,235.9</b>	<b>66,743.0</b>	<b>44,196.0</b>	<b>45,319.0</b>	<b>43,039.6</b>	<b>266,461.0</b>	<b>616,198.7</b>
<b>Funding from Vehicle &amp; Equip. Reserve</b>	<b>-34,149.0</b>	<b>-1,383.2</b>	<b>-10,249.0</b>	<b>-11,632.2</b>	<b>-16,433.0</b>	<b>-22,189.0</b>	<b>-14,483.0</b>	<b>-14,273.0</b>	<b>-97,735.0</b>	<b>-209,511.0</b>
<b>Funding from LARF</b>	<b>-11,692.0</b>	<b>-11,692.0</b>	<b>-3,000.0</b>	<b>-14,692.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>-5,500.0</b>	<b>-20,192.0</b>
<b>Total Net Request</b>	<b>55,318.1</b>	<b>8,679.7</b>	<b>36,232.0</b>	<b>44,911.7</b>	<b>50,310.0</b>	<b>22,007.0</b>	<b>30,836.0</b>	<b>28,766.6</b>	<b>163,226.0</b>	<b>386,495.7</b>
<b>Target</b>			<b>32,700.0</b>		<b>32,700.0</b>	<b>32,700.0</b>	<b>32,700.0</b>	<b>32,700.0</b>		
<b>Variance to Target</b>			<b>3,532.0</b>		<b>17,610.0</b>	<b>-10,693.0</b>	<b>-1,864.0</b>	<b>-3,933.4</b>		
<b>2007-2011 Average</b>								<b>33,630.3</b>		

Traffic Services and Garage Facility 2005 Carryforward is not included as a 2007-2011 new request (\$250,000)

\* Cash carryforward updated as of February 19, 2007.