TORONTO

STAFF REPORT
ACTION REQUIRED

Toronto Police Service: 2012 Capital Budget Variance Report – Period Ending March 31, 2012

Date:	July 23, 2012
To:	Budget Committee, City of Toronto
From:	Dr. Dhun Noria, Acting Chair, Toronto Police Services Board

SUMMARY

The purpose of this report is to provide the Budget Committee with the Toronto Police Service's 2012 capital budget variance report for the period ending March 31, 2012.

RECOMMENDATION

It is recommended that the Budget Committee receive this report for information.

Financial Impact

The Council-approved net budget for 2012 is $24.7 million (M) and including the 2011 carry forward, the net available funding in 2012 is $46.7M.

As of March 31, 2012, the Service is projecting total net expenditures of $37.1M, compared to $46.7M in available funding (a spending rate of 80%). The projected under-expenditure for 2012 is $9.6M and a significant portion ($7.1M) of this amount is for the Property and Evidence Management (P&EM) Facility project. It is anticipated that $8.8M will be carried forward to 2013.

ISSUE BACKGROUND

At its meeting on May 18, 2012, the Toronto Police Services Board (the Board) was in receipt of a report dated May 7, 2012 from William Blair, Chief of Police, with regard to the Toronto Police Service's 2012 capital budget variance report for the period ending March 31, 2012.

COMMENTS

The Board received the Chief's report and agreed to forward a copy of the report to the City's Deputy City Manager and Chief Financial Officer and to the City's Budget Committee for information.

CONCLUSION

A copy of the Chief's report dated May 7, 2012 is contained in Board Minute No. P118/12. A copy of Board Minute No. P118/12, in the form attached as Appendix "A" to this report, is provided for information.

CONTACT

Chief of Police William Blair
Toronto Police Service
Telephone No. 416-808-8000
Fax No. 416-808-8002

SIGNATURE

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Dr. Dhun Noria
Acting Chair

ATTACHMENT

Appendix A – Board Minute No. P118/12

cc. Mr. Cam Weldon, Deputy City Manager and Chief Financial Officer

A: tps 2012 capital variance period ending March 31, 2012

APPENDIX "A"

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON MAY 18, 2012

#P118. TORONTO POLICE SERVICE – 2012 CAPITAL BUDGET VARIANCE REPORT ENDING MARCH 31, 2012

The Board was in receipt of the following report May 07, 2012 from William Blair, Chief of Police:

Subject: 2012 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO POLICE SERVICE – PERIOD ENDING MARCH 31, 2012

Recommendations:

It is recommended that:

(1) the Board receive this report; and

(2) the Board forward a copy of this report to the City's Budget Committee and to the City's Deputy City Manager/Chief Financial Officer for information.

Financial Implications:

The Council-approved net budget for 2012 is $24.7 million (M) and including the 2011 carry forward, the net available funding in 2012 is $46.7M.

As of March 31, 2012, the Service is projecting total net expenditures of $37.1M, compared to $46.7M in available funding (a spending rate of 80%). The projected under-expenditure for 2012 is $9.6M and a significant portion ($7.1M) of this amount is for the Property and Evidence Management (P&EM) Facility project. It is anticipated that $8.8M will be carried forward to 2013.

Background/Purpose:

At its meeting of January 17, 2012, Toronto City Council approved the Service's 2012-2021 capital program. Subsequently, the Board approved the revised capital program at its February 16, 2012 meeting (Min. No. P26/12 refers). Attachment A provides a summary of the Board and Council approved budget.

This capital variance report provides the status of projects as at March 31, 2012, and requests approval for budget transfers from various capital projects to the Property and Evidence Management project.

Discussion:

Summary of Capital Projects:

Attachment B provides a status summary of the on-going projects from 2011 as well as those projects that started in 2012. Any significant issues or concerns have been highlighted below in the "Key Highlights/Issues" section of this report.

Key Highlights/Issues:

As part of its project management process, the Service has adopted a colour code (i.e. green, yellow or red) to reflect the health status of capital projects. The overall health of each capital project is based on budget, schedule and scope considerations. The colour codes are defined as follows:

- Green – on target to meet project goals (scope/functionalities), and on budget and schedule;
- Yellow – at risk of not meeting certain goals, some scope, budget and/or schedule issues, and corrective action required; and
- Red – high risk of not meeting goals, significant scope, budget and/or schedule issues, and corrective action required.

The following provides summary information on key projects within the 2012-2021 Capital Program. Summary information includes status updates as of the time of writing of this report.

- Property and Evidence Management Facility ($37.0M)

Overall Project Health Status	
Current	**Previous Variance Report**
YELLOW	YELLOW

The name of this project has been changed to "Property and Evidence Management Facility" to avoid confusion with a separate project in the Service's capital program titled "Progress Site – Future Use."

The Property and Evidence Management Unit (PEMU) is responsible for safeguarding the integrity of police processes by ensuring the chain of custody is maintained and continuity is not compromised, from the moment of collection to the ultimate disposition. The effective and credible management and control of seized evidence has consistently remained one of the major risk factors for police services globally. Failure to have a replacement facility that meets the future needs of the Service would jeopardize the ability of the Service to facilitate legislated requirements for tracking, locating, and disposing of property, and will have a significant negative impact on criminal court proceedings coupled with the increased risk of civil litigation.

An in-depth review of the Service's property and evidence storage/retention requirements by an external consultant in 2007 identified several deficiencies with the existing facility in terms of its capacity to store property and evidence based on retention trends.

The Service faces ever-growing property and evidence storage requirements due to the following factors:

- The rate of evidence collection is greater than the rate of evidence disposition;
- The number of items collected per occurrence is increasing; and
- The length of time evidence needs to be retained is increasing due to various factors (for example, City of Toronto By-Law 689-2000 now requires all homicide evidence to be held indefinitely).

The consultant concluded that if property retention trends continue, the existing facility would be at maximum capacity by 2013. The Service was able to extend the life of the current facility to the end of 2013 by making some business process changes, erecting temporary storage facilities and essentially eliminating any redundant items. However, the acquisition/construction of a new facility to meet the future needs of the Service remains a critical priority.

This project provides funding for a new property and evidence management facility at the Progress Avenue site. The project has been approved by the Board, and is included in the Service's current capital program as approved by City Council. The project has commenced and the acquisition of a site for the facility was completed by the City in 2010 (Min. Nos. C308/09 and P143/10 refer), followed by the engagement, by the Service, of an architectural design consultant in June 2011 (Min. No. P158/11 refers) and a construction manager in February 2012 (Min. No. P30/12 refers).

The initial cost estimate for a new property and evidence storage facility developed by the external consultant was exceedingly high at $60M. This estimate to build a facility that would meet the needs of the Service for the next 25 years did not include the cost of land, which would have brought the cost to between $70M and $80M. Given the financial constraints, the Service was not prepared to and could not justify such a cost. Consequently, the Service began working with the City to acquire and renovate an existing building that would meet the Service's requirements for the next 10 to 15 years, and fit within the City's capital targets. As a result of the importance and urgency of this facility, Service staff had meetings with the City Manager, City Deputy City Manager/Chief Financial Officer and senior City Facilities and Real Estate staff, all of whom understood and supported the need for the facility.

A preliminary cost estimate for the project of $35.3M, including the cost of the study, was reported to and approved by the Board at its meeting on September 18, 2008 as part of the Service's 2009-2013 Capital Program Request (Min. No. P273/08 refers). This estimate was subsequently increased to $35.7M as a result of the cost impact from the introduction of the Harmonized Sales Tax (HST).

The cost to acquire a suitable site and the condition of the building on the site was unknown at the time the cost estimate was prepared, and unlike building a new divisional facility, the Service did not have previous projects it could use as comparisons, in order to assist it in developing the estimate. The specialized needs of the PEMU made the cost estimate even more difficult to determine. Due to the foregoing and in the absence of a completed design, the development of a cost estimate for the P&EM Facility project proved to be very challenging and uncertain, and the Service was concerned from the outset that the estimate of $35.7M may not be sufficient. Through the capital program process and variance reports, the Service regularly advised the Board that the estimate was preliminary and could change, and that any impacts would be reported to the Board as soon as they became known.

The Progress Avenue site was acquired by the City (with the Service's concurrence) in 2010 for $21.8M. It is a good site which has the capacity to meet the operational requirements of PEMU for the next 25+ years. The 287,752 square foot building is in good condition and the site includes eight acres of vacant land. The site is, however, larger than what is required by PEMU, and the cost was also higher than the Service had hoped. The site does provide opportunities for the consolidation of other operations on the site, thereby providing future potential financial benefits to the Service and the City. However, the P&EM Facility project has absorbed the full cost of the site acquired, even though future projects will benefit from the use of this existing site. The potential opportunities this site presents have and will continue to be explored by the Service and, subject to proper justification and availability of capital funds, will be recommended for consideration/approval in future. For that reason, a project on the "future use" of the Progress site is included in the last five years (starting in 2018) of the Service's 2012-2021 capital program.

The cost to acquire the site left only $13.9M for design, construction, equipment and fit-up requirements. This was below the high level estimate the Service had developed to house the PEMU at the Progress site. As a result, as part of the Service's 2011-2020 capital program process, the Service deleted the Smart Card project from its capital program and moved the $1.3M allocated for the Smart Card project to the P&EM Facility project. There were no net impacts on the Service's capital program as a result of this move, and the capital program was approved by the Board and the City. Also at the end of 2010, a total of $125,000 was transferred from the New Training Facility, Digital Video Asset Management System (DVAMS II) and Intelligence facility projects (Min. No. P80/11 refers). These actions increased the project budget to $37.0M, and the funds available for design, construction and equipment to $15.3M. However, it was noted at that time that the adjusted funding for the cost of work required to house the PEMU could still be insufficient, and that once the design phase and tendering process were completed, the cost estimate would be reported to the Board (Min. No. P212/11 refers).

This project spans over four years. The project experienced some delays in 2011, primarily due to the shortage of Service staff resources and the resultant delay in selecting the architect and approving designs. Based on the estimated annual cash flows for the project, the City's one year carry forward rule required spending of $1.2M in 2011. Only $100,000 was spent, and as result, $1.1M of unspent funds in 2011 was returned to the City. This reduced the

funding available for this project by $1.1M. However, the project could not sustain a reduction in funding and required the full estimated amount. As a result, $1.1M was transferred from the 11 Division and 5th Floor Space Optimization projects to the P&EM Facility project, as both those projects are projected to be completed under budget. These transfers were approved by the Board at its April 19, 2012 meeting. It is important to note that these transfers did not increase the budget for the P&EM Facility project, but rather restored the funding to the original budget, before the loss of 2010 funding from the application of the City's one year carry forward rule. This represents a one-time exemption to the City's carry-forward policy, as the funds have been re-purposed for a project different from those for which they were carried forward.

The schematic design for the new facility was completed by the architect in early 2012. The Construction Manager (CM) was retained in February 2012 at an estimated cost of $0.7M. As part of the construction management process, the CM completed a re-assessment of the project estimate based on the completed design. Based on the information provided, the CM has advised that the project requires an additional $3.25M in order to achieve the scope of the P&EM Facility. It is important to note that until the space design was completed and the CM hired in early 2012, the Service had no basis or rationale to increase the cost estimate for the new facility. Any increase before this time would have been arbitrary and not supportable.

The tendering process for the various sub-trades is currently in progress and a more accurate project cost estimate will be available from the CM once the majority of the tenders are awarded. In addition, the Service has and will continue to work with the CM to identify any potential cost savings to reduce the total cost of the project. The Board will be kept apprised of this project through the quarterly capital variance reports, and if there is a further change to the project estimate, the Board will be advised accordingly.

The P&EM facility is scheduled to be substantially completed by mid-2013, and the additional $3.25M will be required in 2013 to complete the project. After discussion with City Finance staff, it was determined that it would be best to address this funding requirement during the 2013-2022 capital program process. This project is eligible for Development Charges (DC) funding, and City Finance staff have confirmed that there are sufficient funds in the DC Reserve to offset the additional $3.25M funding requirement, and that it would be appropriate to assign this funding to the P&EM project. Therefore, the 2013-2022 program will include a request to increase this project's gross funding by $3.25M, to be offset by revenue from the City's DC Reserve, with no net impact on the Service's debt-funded capital budget.

It is expected that the new facility will meet the Service's property and evidence storage requirements for the next 25+ years. The facility currently occupied by the PEMU will be returned to the City once construction of the new facility is complete and occupancy achieved.

- <u>IRIS – Integrated Records and Information System ($24.4M)</u>

Overall Project Health Status

Current	Previous Variance Report
YELLOW	RED

This project provides funding for a commercial off-the-shelf (COTS) integrated records and information system. The IRIS project team has been established to identify potential systems and system integration services that will meet the needs of the Service for an integrated, police-purposes operations and information management system.

An enabler of the efficiencies proposed by IRIS is the implementation of an Electronic Disclosure System (EDS) to reduce time spent on manual/paper preparation of court disclosure. The procurement process for the EDS has commenced and vendor selection is expected by the second quarter of 2012.

Currently, the project remains on schedule, within budget, and in scope.

- HRMS – Upgrade and Additional Functionality ($0.4M)

Overall Project Health Status	
Current	**Previous Variance Report**
GREEN	YELLOW

The Service's Human Resources Management System (HRMS) is a PeopleSoft system that provides key applications that service the Toronto Police membership through the administration of payroll functions and the maintenance of employee information.

The go live strategy for the Employee Self Services was planned as a tiered implementation. The self service applications, ePay, eBenefits and eProfile, were implemented on November 17, 2011. The eRecruit module was implemented on March 14, 2012. All applications are performing well in production and minor deficiencies are being addressed.

The project has been completed within budget, in scope and slightly behind schedule. The self service applications resulted in a reduction of efforts and costs associated with manual work in Human Resources (HR) and Payroll, as 90% of members now receive electronic pay advices (excluding temporary employees and school crossing guards) and to date, 66% of members have consented to receiving electronic T4 tax notices. In addition, a significant number of members have updated their personal information on line, which has avoided the need for manual entry of this information. The eRecruit module has provided an improved Service profile, the ability to attract qualified candidates through new recruitment solutions and a more reliable and efficient system for handling resume processing, tracking and reporting, etc. At this time, it is too early to assess all of the benefits of the self-service applications. Ongoing monitoring of the benefits will continue and further information will be included in the project close-out report to the Board in September 2012.

- eTicketing ($1.7M)

Overall Project Health Status	
Current	**Previous Variance Report**
GREEN	GREEN

This project provides for the replacement of manual ticket writing with an electronic system that will capture the required data at road side, print a ticket from a portable printer, and transmit the ticket data wirelessly to corporate servers. With the introduction of an electronic ticketing system, the Toronto Police Service and the City of Toronto Court Services Division will be in a position to benefit from several efficiencies such as: improved ticket legibility; enhanced analytical capabilities relating to enforcement effectiveness and impact; reporting real-time collection of enforcement results for effectively responding to public enquiries; neighbourhood traffic complaints; divisional/corporate traffic safety initiatives; and streamlined court disclosure processes for the attending officer.

From the available funding of $1.7M, $45,000 will be spent in 2012 for proof of concept. The rest of the funding will be carried forward to 2013 for the full implementation.

This project is currently projected to be completed on budget and on schedule.

- Automated Fingerprint Identification System (AFIS) ($2.8M)

Overall Project Health Status	
Current	**Previous Variance Report**
GREEN	GREEN

This project provides for the replacement of the current Automated Fingerprint Identification System (AFIS). AFIS interfaces with other systems in the Service; specifically, with the Repository for Integrated Criminalistic Imaging system (RICI), used for the booking/ mugshot process, and with Livescan workstations (used for biometrics capture).

The Board awarded the maintenance and support for the new Automated Fingerprint Identification System to Morpho Canada, Inc. (Min. No. P233/11 refers). Currently the project team is working on the design documents in order to meet with the vendor in the second quarter of 2012 to finalize the design specifications. At this time the implementation schedule will also be determined.

This project is currently projected to be completed on time and below budget.

- Vehicle and Equipment Lifecycle Replacements

Projects listed in this category are funded from the Vehicle and Equipment Reserve (Reserve), which is in turn funded through annual contributions from the Service's and Parking Enforcement's operating budgets. The Reserve has no impact on the Capital Program and does not require debt funding. Items funded through this Reserve include the regular replacement of vehicles, furniture and information technology equipment.

The projected under-spending of $9.1M in 2012 is primarily due to lower, or the deferral of, spending for server replacement, information technology business resumption and the replacement of wireless parking system equipment. This under-spent amount will be carried forward to 2013.

Conclusion:

As of March 31, 2012, the Service is projecting a total net expenditure of $37.1M, compared to $46.7M in available funding (a spending rate of 80%). $8.7M of the projected net under-expenditure of $9.6M will be carried forward to 2013.

Following completion of building design work for the new property and evidence management facility on the Progress Ave site, the Service has received a revised estimate from the construction manager engaged by the Board in February 2012. As a result, an additional $3.25M is required to complete the new facility. Based on discussions with City Finance Staff, it is proposed that this updated cost will be accommodated through the 2013-2022 capital program, with an increase to the gross funding for this project, offset by an increase from DC funding, with no net impact on the Service's net capital budget.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command will be in attendance to answer any questions from the Board.

The Board approved the foregoing report and agreed to forward a copy to the City's Deputy City Manager and Chief Financial Officer for information.

ATTACHMENT A

REVISED 2012-2021 CAPITAL PROGRAM ($000s)

Project Name	Plan to end of 2011	2012	2013	2014	2015	2016	Total 2012-2016 Request	2017	2018	2019	2020	2021	Total 2017-2021 Forecast	Total 2012-2021 Program	Total Project Cost
On-Going Projects															
State-of-Good-Repair - Police		4,510	4,565	4,594	4,469	4,621	22,759	4,331	4,529	4,841	5,113	5,238	24,051	46,810	46,810
Radio Replacement	23,018	5,371	0	0	0	0	5,371	0	0	0	0	0	0	5,371	28,389
14 Division - Central Lockup	26,605	8,910	0	0	0	0	8,910	0	0	0	0	0	0	8,910	35,515
Property and Evidence Management Facility	27,339	7,149	2,581	0	0	0	9,729	0	0	0	0	0	0	9,729	37,068
IRIS - Integrated Records and Information System	10,047	0	9,507	4,866	0	0	14,373	0	0	0	0	0	0	14,373	24,420
Upgrade to Microsoft 7	1,492	160	0	0	0	0	160	0	0	0	0	0	0	160	1,652
Total, On-Going Capital Projects	**88,502**	**26,099**	**16,653**	**9,460**	**4,469**	**4,621**	**61,302**	**4,331**	**4,529**	**4,841**	**5,113**	**5,238**	**24,051**	**85,353**	**173,854**
New Projects															
54 Division (includes land)	500	0	0	9,060	21,665	5,721	36,446	0	0	0	0	0	0	36,446	36,946
Data Warehouse Establishment	0	0	0	3,617	1,354	3,233	8,204	0	0	0	0	0	0	8,204	8,204
Electronic Document Management	0	0	0	49	441	0	490	0	0	0	0	0	0	490	490
HRMS Upgrade	0	0	0	155	682	0	836	0	0	0	0	0	0	836	836
TRMS Upgrade	0	0	0	1,943	1,470	0	3,413	0	0	0	0	0	0	3,413	3,413
Digital Content Manager	0	0	0	1,360	1,673	0	3,033	0	0	0	0	0	0	3,033	3,033
41 Division (includes land)	0	0	0	0	372	8,564	8,937	20,636	9,506	0	0	0	30,142	39,079	39,079
Expansion of Fibre Optics Network	0	0	0	0	881	5,585	6,466	5,585	0	0	0	0	5,585	12,051	12,051
Radio Replacement	0	0	0	0	0	10,193	10,193	2,836	4,622	1,174	4,954	11,581	25,167	35,360	35,360
13 Division (includes land)	0	0	0	0	0	0	0	372	8,645	19,903	10,159	0	39,079	39,079	39,079
AFIS (next replacement)	0	0	0	0	0	0	0	0	3,053	0	0	0	3,053	3,053	3,053
Disaster Recovery Site	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32 Division - Renovation	0	0	0	0	0	0	0	0	3,053	3,934	0	0	6,987	6,987	6,987
52 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	2,062	2,062	2,062	8,300
55 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,000
22 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,000
Progress (Future use)											5,088	10,440	15,528	15,528	70,000
Total, New Capital Projects:	**500**	**0**	**0**	**16,183**	**28,539**	**33,296**	**78,018**	**29,429**	**28,879**	**25,012**	**20,200**	**24,083**	**127,603**	**205,621**	**282,831**
Total debt funded Capital Projects:	**89,002**	**26,099**	**16,653**	**25,643**	**33,008**	**37,917**	**139,320**	**33,760**	**33,408**	**29,852**	**25,313**	**29,321**	**151,654**	**290,974**	**456,685**
Recoverable debt Project															
eTicketing Solution	0	1,719	0	0	0	0	1,719	0	0	0	0	0	0	1,719	1,719
Total, Recoverable debt project:	**0**	**1,719**	**0**	**0**	**0**	**0**	**1,719**	**0**	**0**	**0**	**0**	**0**	**0**	**1,719**	**1,719**
Total Reserve Projects:	**130,369**	**13,926**	**23,854**	**18,259**	**18,654**	**23,054**	**97,747**	**17,451**	**24,325**	**19,567**	**19,519**	**24,525**	**105,387**	**203,134**	**333,503**
Total Gross Projects	**219,371**	**41,745**	**40,507**	**43,902**	**51,662**	**60,971**	**238,786**	**51,211**	**57,733**	**49,419**	**44,832**	**53,846**	**257,041**	**495,827**	**791,908**
Funding Sources:															
Vehicle and Equipment Reserve	(130,369)	(13,926)	(23,854)	(18,259)	(18,654)	(23,054)	(97,747)	(17,451)	(24,325)	(19,567)	(19,519)	(24,525)	(105,387)	(203,134)	(333,503)
Infrastructure Stimulus Fund (ISF) (14D)	(8,572)	0	0	0	0	0	0	0	0	0	0	0	0	0	(8,572)
Recoverable debt - eTicketing	0	(1,719)	0	0	0	0	(1,719)	0	0	0	0	0	0	(1,719)	(1,719)
Funding from Development Charges	(7,230)	(1,434)	(231)	(1,721)	(2,565)	(1,596)	(7,547)	(273)	(1,651)	(3,161)	(1,530)	0	(6,615)	(14,162)	(21,392)
Total Funding Sources:	**(146,171)**	**(17,079)**	**(24,085)**	**(19,980)**	**(21,219)**	**(24,650)**	**(107,013)**	**(17,724)**	**(25,976)**	**(22,728)**	**(21,049)**	**(24,525)**	**(112,002)**	**(219,016)**	**(365,187)**
Total Net Debt-Funding Request:	**73,200**	**24,665**	**16,422**	**23,922**	**30,443**	**36,321**	**131,773**	**33,487**	**31,757**	**26,691**	**23,783**	**29,321**	**145,039**	**276,811**	**426,721**
5-year Average:							**26,355**						**29,008**	**27,681**	
City Target (= net approved in 2010):		**33,339**	**11,619**	**20,051**	**30,443**	**36,321**	**131,773**	**33,487**	**36,845**	**37,131**	**38,788**	**38,788**	**185,039**	**316,812**	
City Target - 5-year Average:							**26,355**						**37,008**	**31,681**	
Variance to Target:		**8,674**	**(4,803)**	**(3,871)**	**0**	**(0)**	**0**	**0**	**5,088**	**10,440**	**15,005**	**9,467**	**40,000**	**40,001**	
Variance to Target - 5-year Average:							**0**						**8,000**	**4,000**	

2012 Capital Budget Variance Report as at March 31, 2012 ($000s)

Project Name	Carry Forward from 2011	2012 Budget	Available to Spend in 2012	2012 Projection	Year-End Variance - (Over)/ Under	Total Project Budget	Total Project Cost (Projects)	Project Variance - (Over) / Under	Comments	Overall Project Health
Debt-Funded Projects										
Facility Projects:	**37.19.6**									
Property and Evidence Management Facility	5,314.0	7,149.0	12,463.0	5,400.0	7,063.0	37,046.1	37,046.1	-	Please refer to the body of the report.	Yellow
11 Division (excludes cost of land)	303.5	0.0	303.5	153.5	150.0	29,134.0	28,984.0	150.0	Project is below budget and completed. Minor outstanding issues and deficiencies are being addressed.	Green
14 Division (excludes cost of land)	2,282.3	8,909.6	11,191.9	11,191.9	-	35,515.0	35,515.0	-	Project is on budget and on schedule.	Green
54 Division	497.0	0.0	497.0	497.0	-	36,946.0	36,946.0	-	Some issues with respect to cost and environmental assessment of property.	Yellow
5th Floor Space Optimization	209.8	0.0	209.8	209.8	-	787.0	787.0	-	Project is on budget and completed. Minor outstanding issues and deficiencies are being addressed.	Green
Information Technology Projects:					-					
HRMS Additional Functionality	60.0	0.0	60.0	60.0	-	406.0	406.0	-	Please refer to the body of the report.	Green
Integrated Records and Information System (IRIS)	7,300.9	0.0	7,300.9	7,302.8	- 1.9	24,420.0	24,420.0	-	Please refer to the body of the report.	Yellow
911 Hardware/Handset	311.7	0.0	311.7	250.0	61.7	1,092.0	1,092.0	-	Health is still amber as precaution due to tight timelines creating some risks. Upgrades are going as planned and on time with 50% completion at this time	Yellow
Radio Replacement	817.5	5,371.0	6,188.5	5,838.5	350.0	34,389.0	34,039.0	350.0	Project is estimated to be below budget and on schedule.	Green
Upgrade to Microsoft 7	1,049.6	160.0	1,209.6	1,209.6	-	1,652.0	1,652.0	-	The Roll out of Windows 7 started in the first quarter of 2012. This project is on budget and on schedule.	Green
eTicketing Solution	0.0	1,719.0	1,719.0	45.0	1,674.0	1,719.0	1,719.0		Please refer to the body of the report.	Green
Replacements / Maintenance / Equipment Projects:					-					
State-of-Good-Repair - Police	1,526.0	4,510.0	6,036.0	6,036.0	-	n/a	n/a	n/a	Project is on budget and on schedule.	Green
AFIS	2,814.4	-	2,814.4	2,514.4	300.0	2,827.0	2,527.0	300.0	Please refer to the body of the report.	Green
Total Debt-Funded Projects	22,486.7	27,818.6	50,305.3	40,708.5	9,596.7					
Lifecycle Projects (Vehicle & Equipment Reserve)										
Vehicle Replacement	1,773.0	2,627.0	4,400.0	2,900.0	1,500.0	n/a	n/a	n/a	Please refer to the body of the report.	Green
IT-Related Replacements	5,857.0	9,356.0	15,213.0	9,394.5	5,818.5	n/a	n/a	n/a	Please refer to the body of the report.	Green
Other Equipment	4,055.1	1,943.0	5,998.1	4,205.7	1,792.4	n/a	n/a	n/a	Please refer to the body of the report.	Green
Total Lifecycle Projects	11,685.1	13,926.0	25,611.1	16,500.2	9,110.9					
Total Gross Expenditures:	**34,171.7**	**41,744.6**	**75,916.3**	**57,208.7**	**18,707.6**	***Percent spent:***		***75.4%***		
Less other-than-debt funding:										
Funding from Developmental Charges	-443.0	-1,434.0	-1,877.0	-1,877.0	-	n/a	n/a	n/a		
Recoverable Debt - eTicketing Solution	0.0	-1,719.0	-1,719.0	-1,719.0	-					
Vehicle & Equipment Reserve	-11,685.1	-13,926.0	-25,611.1	-16,500.2	- 9,110.9	n/a	n/a	n/a		
Total Other-than-debt Funding:	-12,128.1	-17,079.0	-29,207.1	-20,096.2	-9,110.9					
Total Net Expenditures:	**22,043.7**	**24,665.6**	**46,709.3**	**37,112.5**	**9,596.7**	***Percent spent:***		***79.5%***		