



Staff Report

Finance and IT Services

Report To: Committee of the Whole
Meeting Date: October 23, 2017
Report Number: FAF.17.123
Subject: Monthly Financial Report – September 2017
Prepared by: Sam Dinsmore, Deputy Treasurer/Manager of Accounting and Budgets

A. Recommendations

THAT Council receive Staff Report FAF.17.123 entitled “Monthly Financial Report – September 2017” for information purposes.

B. Overview

This report outlines the Town’s financial activities as of September 30, 2017.

C. Background

On a monthly bases Finance staff provides Council with an update on the financial activities of the Town. This report is broken down into 3 sections; Taxation, which looks at all tax funded departments, Water and Wastewater, and the Building Department and the Harbour. Also attached are charts that highlight major areas of the Town; such as Development Charges collected, Salaries and Benefits and other important financial indicators.

Charts are also included to outline Bid Awards and Contract Extensions in excess of \$25,000, as awarded by Staff as per the Town’s Purchasing Policy. These charts will reflect the contracts awarded and extended within that particular month.

D. Analysis

Tax Supported Services

September month end is looking very similar to the August month-end. The taxation departments are still running slightly under-budget in salaries and benefits but will be over budget in hydro by the end of the year.

The Committed Column under Purchased Services is mostly made up of the CWWF studies and under Premise and Site are the new Purchase Orders for the 2017-2018 snow removal.

Water and Wastewater Operations

Similar to August month-end, Water and Wastewater are forecasting surpluses for year-end. The surplus will be significantly smaller than the \$333,000 that is currently showing due to the hydro bills being six to eight weeks behind.

To date the Collingwood Water Taking Agreement and emergency breaks and repairs have been at a minimum for both departments which is also helping offset the increased hydro costs.

User Fee Supported Operations (Building and Harbour)

Similar to the August month-end staff are forecasting a large surplus for the Building Department similar to the 2016 surplus. This is due to the increase in new homes being built in the Town.

The Harbour is forecasting to have a larger surplus in 2017 than in 2016 which saw a surplus of \$14,000. This is due to an increase in the transient revenue received in 2017.

E. The Blue Mountains' Strategic Plan

Goal #4: Promote a Culture of Organizational and Operational Excellence
Objective #4: To Be a Financially Responsible Organization

F. Environmental Impacts

None.

G. Financial Impact

As per above.

H. In consultation with

Serena Wilgress, Manager of Purchasing and Risk Management
Debbie Brown, Budget Analyst
Vicky Bouwman, Financial Analyst

I. Attached

1. September 2017 Flash Report
2. September 2017 Budget Variance Report Tax Levy Summary
3. September 2017 Budget Variance Report Water & Wastewater Services Summary
4. September 2017 Budget Variance Report User Fee Summary

Respectfully Submitted,

Sam Dinsmore
Deputy Treasurer/Manager of Accounting and Budgets

Ruth Prince
Director of Finance and IT Services

For more information, please contact:
Sam Dinsmore
sdinsmore@thebluemountains.ca
519-599-3131 extension 274

September 2017 Flash Report – Operating

2017 Development Charges Collected

| Month | 2017 Monthly Actual | Year to Date Budget | 2016 Monthly Actuals |
|------------------|---------------------|---------------------|----------------------|
| January | \$ 129,562 | \$ 19,870 | \$ 21,339 |
| February | \$ 158,002 | \$ 39,740 | \$ 19,389 |
| March | \$ 83,664 | \$ 79,480 | \$ 65,792 |
| April | \$ -158,413 | \$ 178,831 | \$ 642,402 |
| May | \$ 307,322 | \$ 973,634 | \$ 67,989 |
| June | \$ 1,728,837 | \$ 1,967,137 | \$ 528,696 |
| July | \$ 554,993 | \$ 2,960,641 | \$ 149,903 |
| August | \$ 111,324 | \$ 3,358,043 | \$ 148,642 |
| September | \$ 206,639 | \$ 3,596,484 | \$ 954,847 |
| October | | \$ 3,755,444 | \$ 499,849 |
| November | | \$ 3,874,665 | \$ 966,576 |
| December | | \$ 3,974,015 | \$ 157,638 |

Commentary:

The total amount of Development Charges collected in September was \$206,639. These were collected on building permits and credits to Windfall for the Difference of “A” and “B” Dwellings.

September Year to Date 2017 has increased over September Year to Date 2016 by \$522,930.

| | |
|----------------------------|-------------------|
| Soft Services Total | \$ 179,383 |
| General Government | \$27,943 |
| Fire | \$43,290 |
| Police | \$ 7,789 |
| Public Works | \$ 21,444 |
| Parks and Recreation | \$ 52,498 |
| Library | \$ 26,419 |

| | |
|----------------------------|------------------|
| Hard Services Total | \$ 27,256 |
| Roadways | \$ 32,886 |
| Water | \$ - 1,078 |
| Wastewater | \$ - 4,552 |

| | |
|--|--------------|
| Estimated from the DC Background Study | \$ 3,974,015 |
| 2017 Year to Date Actual | \$ 3,121,930 |
| 2016 Year to Date Actual | \$ 2,599,000 |
| Percent of Budget | 79% |

September 2017 Flash Report – Operating

2017 Landfill Site Fees Collected

| Month | 2017 Monthly Actual | Year to Date Budget | 2016 Monthly Actuals |
|------------------|---------------------|---------------------|----------------------|
| January | \$ 19,703 | \$ 3,765 | \$ 13,485 |
| February | \$ 21,043 | \$ 14,465 | \$ 12,101 |
| March | \$ 24,573 | \$ 28,923 | \$ 25,318 |
| April | \$ 22,180 | \$ 75,830 | \$ 41,351 |
| May | \$ 69,563 | \$ 116,379 | \$ 42,855 |
| June | \$ 52,297 | \$ 148,969 | \$ 42,327 |
| July | \$ 57,309 | \$ 191,727 | \$ 49,663 |
| August | \$ 18,005 | \$ 226,025 | \$ 41,616 |
| September | \$ 47,973 | \$ 278,262 | \$ 38,725 |
| October | | \$ 296,668 | \$ 39,310 |
| November | | \$ 361,085 | \$ 45,875 |
| December | | \$ 400,000 | \$ 21,551 |

Commentary:

The total amount of Landfill Site Fees collected in September 2017 was \$47,973.

September Year to Date 2017 has increased over September Year to Date 2016 by \$71,806.

| | |
|---------------------------------|------------|
| Annual Budget | \$ 400,000 |
| 2017 Year to Date Actual | \$ 378,527 |
| 2016 Year to Date Actual | \$ 307,441 |
| Percent of Budget | 95% |

September 2017 Flash Report – Operating

2017 Building Permits Collected

| Month | 2017 Monthly Actual | Year to Date Budget | 2016 Monthly Actuals |
|------------------|---------------------|---------------------|----------------------|
| January | \$ 65,503 | \$ 34,500 | \$ 30,540 |
| February | \$ 17,479 | \$ 69,000 | \$ 23,205 |
| March | \$ 62,864 | \$ 103,500 | \$ 33,746 |
| April | \$ 115,728 | \$ 172,500 | \$ 94,265 |
| May | \$ 138,001 | \$ 241,500 | \$ 102,256 |
| June | \$ 183,659 | \$ 310,500 | \$ 97,480 |
| July | \$ 185,551 | \$ 448,500 | \$ 103,157 |
| August | \$ 70,182 | \$ 517,500 | \$ 66,887 |
| September | \$ 123,321 | \$ 586,500 | \$ 165,092 |
| October | | \$ 621,000 | \$ 57,911 |
| November | | \$ 655,500 | \$ 108,774 |
| December | | \$ 690,000 | \$ 28,308 |

Commentary:

The total amount of Building Permit fees collected in September 2017 was \$123,321.

September Year to Date 2017 has increased over September Year to Date 2016 by \$245,660.

| | |
|---------------------------------|------------|
| Annual Budget | \$ 690,000 |
| 2017 Year to Date Actual | \$ 962,288 |
| 2016 Year to Date Actual | \$ 911,619 |
| Percent of Budget | 139% |

September Flash Report – Operating

2017 Interest Income

| Month | 2017 Monthly Actual | Year to Date Budget | 2016 Monthly Actuals |
|------------------|---------------------|---------------------|----------------------|
| January | \$ 49,427 | \$ 39,583 | \$ 47,551 |
| February | \$ 44,080 | \$ 79,167 | \$ 47,342 |
| March | \$ 50,967 | \$ 118,750 | \$ 52,276 |
| April | \$ 50,777 | \$ 158,333 | \$ 51,115 |
| May | \$ 57,606 | \$ 197,917 | \$ 52,001 |
| June | \$ 53,685 | \$ 237,500 | \$ 52,396 |
| July | \$ 54,369 | \$ 277,083 | \$ 53,387 |
| August | \$ 59,286 | \$ 316,667 | \$ 52,323 |
| September | \$ 69,975 | \$ 356,250 | \$ 53,218 |
| October | | \$ 395,833 | \$ 51,641 |
| November | | \$ 435,417 | \$ 53,734 |
| December | | \$ 475,000 | \$ 52,576 |

Commentary:

This chart now includes all funds, Town General Fund, Reserve Funds and Investments.

The Town placed a Term Deposit Investment with TD Canada Trust for the General Revenue Fund in the amount of \$ 7,500,000. The interest rate was 1.4% for 22 Days.

The School Board and County Levies were due September 30, 2017 in the amount of \$5,447,227.

The Town Operating Bank account balance at September 30, 2017 was \$13,352,846.

| | |
|---------------------------------|------------|
| Annual Budget | \$ 475,000 |
| 2017 Year to Date Actual | \$ 490,172 |
| 2016 Year to Date Actual | \$ 426,138 |
| Percent of Budget | 103% |

September 2017 Flash Report – Operating

2017 Town Salaries and Benefits

| Month | 2017 Monthly Actual | Year to Date Budget | 2016 Monthly Actuals |
|------------------|---------------------|---------------------|----------------------|
| January | \$ 812,049 | \$ 841,776 | \$ 767,602 |
| February | \$ 796,055 | \$ 1,652,150 | \$ 825,779 |
| March | \$ 924,110 | \$ 2,460,255 | \$ 869,278 |
| April | \$ 859,673 | \$ 3,249,253 | \$ 823,987 |
| May | \$ 981,854 | \$ 4,259,384 | \$ 899,017 |
| June | \$ 976,887 | \$ 5,067,489 | \$ 915,184 |
| July | \$ 898,749 | \$ 6,481,672 | \$ 858,170 |
| August | \$ 1,018,843 | \$ 7,435,684 | \$ 1,051,295 |
| September | \$ 894,973 | \$ 8,277,460 | \$ 879,197 |
| October | | \$ 9,540,123 | \$ 815,450 |
| November | | \$ 10,381,899 | \$ 880,946 |
| December | | \$ 11,223,675 | \$ 1,013,594 |

Commentary:

Salaries and Benefits for September 2017 totaled \$ 894,973.

September Year to Date 2017 has increased over September Year to Date 2016 by \$273,684.

| | |
|---------------------------------|---------------|
| Annual Budget | \$ 11,223,675 |
| 2017 Year to Date Actual | \$ 8,163,194 |
| 2016 Year to Date Actual | \$ 7,889,510 |
| Percent of Budget | 73% |

September 2017 Flash Report – Operating

2017 Winter Control Costs

| Month | 2017 Monthly Actual | Year to Date Budget | 2016 Monthly Actuals |
|------------------|---------------------|---------------------|----------------------|
| January | \$ 106,560 | \$ 110,000 | \$ 110,087 |
| February | \$ 154,680 | \$ 273,905 | \$ 114,163 |
| March | \$ 145,592 | \$ 559,761 | \$ 162,354 |
| April | \$ 71,282 | \$ 600,737 | \$ 114,554 |
| May | \$ 56,331 | \$ 611,566 | \$ 31,059 |
| June | \$ 27,200 | \$ 619,762 | \$ 24,492 |
| July | \$ 59,418 | \$ 627,957 | \$ 61,252 |
| August | \$ 855 | \$ 636,152 | \$ 4,086 |
| September | \$ 815 | \$ 755,660 | \$ 6,348 |
| October | | \$ 762,325 | \$ 6,772 |
| November | | \$ 844,277 | \$ 42,858 |
| December | | \$ 819,525 | \$ 187,673 |

Commentary:

The Winter Control budget is at 78% of the budget at this time.

September year to date 2017 has increased over September Year to date 2016 by \$7,489.

| | |
|---------------------------------|------------|
| Annual Budget | \$ 823,525 |
| 2017 Year to Date Actual | \$ 635,887 |
| 2016 Year to Date Actual | \$ 628,398 |
| Percent of Budget | 78% |

September 2017 Bid Awards

2017 Bid Awards over \$25,000

| Bid Number | Bid Name | Awarded to | Bid Amount |
|---------------|---|----------------------------|--------------|
| 2017-28-P-IPW | Engineering Services for the Installation of a Leachate Pumping Station and Forcemain | MTE Consultants Inc. | \$301,792.00 |
| 2017-27-T-FIR | Supply & Delivery of One New 5 Person Fire Pumper Apparatus and Related Accessory Equipment | Carrier Truck Centres Inc. | \$353,526.25 |
| 2017-34-T-IPW | Upgrades at Elgin Street and Moore Crescent Sewage Pumping Stations | BGL Contractors | \$408,094.00 |
| 2017-44-T-IPW | Roof and HVAC Unit Replacement at Thornbury Wastewater and Water Treatment Plants | Aseal Roofing | \$470,300 |

September Contract Extensions

| Contract for: | Vendor / Proponent | Amount |
|---------------|--------------------|--------|
| n/a | | |

Town of The Blue Mountains
2017 Budget Variance Report
For the Nine Months Ending September 30, 2017

FAF.17.123
Attachment 2

Tax Levy Summary
Revenue Fund

| | <u>Sep</u> | <u>YTD Actuals</u> | <u>Committed</u> | <u>Total YTD</u> | <u>Total Budget</u> | <u>Unexpended \$</u> | <u>% of Budget</u> |
|---------------------------------------|---------------------------|----------------------------|---------------------------|----------------------------|----------------------------|---------------------------|--------------------|
| EXPENSES | | | | | | | |
| Salaries, Wages & Benefits | \$707,006 | \$6,460,957 | \$0 | \$6,460,957 | \$8,980,490 | \$2,519,533 | 72% |
| Administrative Expenses | \$5,619 | \$125,361 | \$0 | \$125,361 | \$111,520 | (\$13,841) | 112% |
| Personel, Training and Travel | \$18,329 | \$156,928 | \$0 | \$156,928 | \$263,810 | \$106,882 | 59% |
| Operating Expenses | \$6,114 | \$627,737 | \$132 | \$627,870 | \$641,800 | \$13,930 | 98% |
| Communications | \$7,883 | \$138,997 | \$7,330 | \$146,327 | \$186,420 | \$40,093 | 78% |
| Utilities | \$18,900 | \$247,480 | \$0 | \$247,480 | \$413,415 | \$165,935 | 60% |
| Equipment Related | \$22,424 | \$334,430 | \$37,716 | \$372,146 | \$511,670 | \$139,524 | 73% |
| Vehicle Related | \$16,848 | \$200,012 | \$0 | \$200,012 | \$282,665 | \$82,653 | 71% |
| Purchased Services | \$377,220 | \$3,632,397 | \$984,897 | \$4,617,294 | \$6,496,931 | \$1,879,637 | 71% |
| Financial Expenses | \$44,834 | \$937,017 | \$3,252 | \$940,269 | \$1,059,920 | \$119,651 | 89% |
| Premises and Site | \$34,779 | \$286,054 | \$65,740 | \$351,794 | \$406,010 | \$54,216 | 87% |
| TOTAL EXPENSES | <u>\$1,259,958</u> | <u>\$13,147,370</u> | <u>\$1,099,067</u> | <u>\$14,246,438</u> | <u>\$19,354,651</u> | <u>\$5,108,214</u> | <u>74%</u> |
| TRANSFERS | | | | | | | |
| Transfers to Capital | \$96,745 | \$337,618 | \$0 | \$337,618 | \$544,350 | \$206,732 | 62% |
| Transfers to Reserves | \$135,335 | \$1,163,138 | \$0 | \$1,163,138 | \$1,510,020 | \$346,882 | 77% |
| Interfunctionals Transfers | (\$76,898) | (\$561,204) | \$0 | (\$561,204) | (\$819,178) | (\$257,974) | 69% |
| TOTAL TRANSFERS | <u>\$155,182</u> | <u>\$939,552</u> | <u>\$0</u> | <u>\$939,552</u> | <u>\$1,235,192</u> | <u>\$295,640</u> | <u>76%</u> |
| TOTAL TRANSFERS & EXPENSES | <u>\$1,415,141</u> | <u>\$14,086,922</u> | <u>\$1,099,067</u> | <u>\$15,185,989</u> | <u>\$20,589,843</u> | <u>\$5,403,854</u> | <u>74%</u> |
| REVENUE | | | | | | | |
| Grants & Donations | \$59,713 | \$1,077,402 | \$0 | \$1,077,402 | \$2,077,800 | \$1,000,398 | 52% |
| External Revenue | \$189,435 | \$2,208,795 | \$0 | \$2,208,795 | \$2,745,415 | \$536,620 | 80% |
| Internal Revenue | \$35,324 | \$377,938 | \$0 | \$377,938 | \$969,051 | \$591,114 | 39% |
| TOTAL REVENUE | <u>\$284,473</u> | <u>\$3,664,135</u> | <u>\$0</u> | <u>\$3,664,135</u> | <u>\$5,792,266</u> | <u>\$2,128,132</u> | <u>63%</u> |
| NET COST OF SERVICE | <u>\$1,130,667</u> | <u>\$10,422,787</u> | <u>\$1,099,067</u> | <u>\$11,521,855</u> | <u>\$14,797,577</u> | <u>\$3,275,722</u> | <u>78%</u> |

Town of The Blue Mountains
2017 Budget Variance Report
For the Nine Months Ending September 30, 2017

FAF.17.123
Attachment 3

User Rates Summary
Water and Wastewater Services Summary

| | <u>Sep</u> | <u>YTD Actuals</u> | <u>Committed</u> | <u>Total YTD</u> | <u>Total Budget</u> | <u>Unexpended \$</u> | <u>% of Budget</u> |
|---------------------------------------|-------------------|--------------------|------------------|--------------------|---------------------|----------------------|--------------------|
| EXPENSES | | | | | | | |
| Salaries, Wages & Benefits | \$126,419 | \$1,177,611 | \$0 | \$1,177,611 | \$1,587,255 | \$409,644 | 74% |
| Administrative Expenses | \$297 | \$6,343 | \$0 | \$6,343 | \$8,950 | \$2,607 | 71% |
| Personel, Training and Travel | \$364 | \$26,069 | \$0 | \$26,069 | \$47,300 | \$21,231 | 55% |
| Operating Expenses | \$3,943 | \$149,445 | \$11,485 | \$160,930 | \$255,600 | \$94,670 | 63% |
| Communications | \$2,826 | \$36,110 | \$0 | \$36,110 | \$52,965 | \$16,855 | 68% |
| Utilities | \$33,514 | \$489,910 | \$0 | \$489,910 | \$603,175 | \$113,265 | 81% |
| Equipment Related | \$38,012 | \$233,864 | \$40,129 | \$273,992 | \$414,525 | \$140,533 | 66% |
| Vehicle Related | \$1,554 | \$30,421 | \$0 | \$30,421 | \$62,930 | \$32,509 | 48% |
| Purchased Services | \$8,751 | \$73,253 | \$439,349 | \$512,602 | \$853,800 | \$341,198 | 60% |
| Financial Expenses | \$20,592 | \$336,295 | \$0 | \$336,295 | \$368,685 | \$32,390 | 91% |
| Premises and Site | \$3,466 | \$64,235 | \$45,166 | \$109,401 | \$114,450 | \$5,049 | 96% |
| TOTAL EXPENSES | \$239,738 | \$2,623,557 | \$536,129 | \$3,159,685 | \$4,369,635 | \$1,209,950 | 72% |
| TRANSFERS | | | | | | | |
| Transfers to Capital | \$6,282 | \$11,069 | \$0 | \$11,069 | \$34,500 | \$23,431 | 32% |
| Transfers to Reserves | \$208,350 | \$1,844,828 | \$0 | \$1,844,828 | \$2,450,268 | \$605,440 | 75% |
| Interfunctionals Transfers | \$62,033 | \$435,622 | \$0 | \$435,622 | \$670,013 | \$234,391 | 65% |
| TOTAL TRANSFERS | \$276,665 | \$2,291,520 | \$0 | \$2,291,520 | \$3,154,781 | \$863,261 | 73% |
| TOTAL TRANSFERS & EXPENSES | \$516,403 | \$4,915,077 | \$536,129 | \$5,451,205 | \$7,524,416 | \$2,073,211 | 72% |
| REVENUE | | | | | | | |
| Grants & Donations | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | 0% |
| External Revenue | \$578,323 | \$5,127,668 | \$0 | \$5,127,668 | \$6,558,987 | \$1,431,319 | 78% |
| Internal Revenue | \$7,024 | \$120,503 | \$0 | \$120,503 | \$965,429 | \$844,926 | 12% |
| TOTAL REVENUE | \$585,346 | \$5,248,171 | \$0 | \$5,248,171 | \$7,524,416 | \$2,276,245 | 70% |
| NET COST OF SERVICE | (\$68,943) | (\$333,094) | \$536,129 | \$203,035 | \$0 | (\$203,035) | 0% |

Town of The Blue Mountains
2017 Budget Variance Report
For the Nine Months Ending September 30, 2017

FAF.17.123
Attachment 4

User Fees Summary
User Fee Based

| | <u>Sep</u> | <u>YTD Actuals</u> | <u>Committed</u> | <u>Total YTD</u> | <u>Total Budget</u> | <u>Unexpended \$</u> | <u>% of Budget</u> |
|---------------------------------------|-------------------|--------------------|------------------|--------------------|---------------------|----------------------|--------------------|
| EXPENSES | | | | | | | |
| Salaries, Wages & Benefits | \$61,548 | \$524,626 | \$0 | \$524,626 | \$655,930 | \$131,304 | 80% |
| Administrative Expenses | \$6,885 | \$30,522 | \$0 | \$30,522 | \$60,800 | \$30,278 | 50% |
| Personel, Training and Travel | \$639 | \$26,739 | \$0 | \$26,739 | \$35,975 | \$9,236 | 74% |
| Operating Expenses | \$4,130 | \$81,647 | \$0 | \$81,647 | \$85,585 | \$3,938 | 95% |
| Communications | \$978 | \$10,582 | \$0 | \$10,582 | \$10,810 | \$228 | 98% |
| Utilities | \$3,310 | \$12,387 | \$0 | \$12,387 | \$19,120 | \$6,733 | 65% |
| Equipment Related | \$122 | \$5,366 | \$0 | \$5,366 | \$9,560 | \$4,194 | 56% |
| Vehicle Related | \$1,049 | \$14,058 | \$3 | \$14,061 | \$23,375 | \$9,314 | 60% |
| Purchased Services | \$4,322 | \$13,842 | \$48,488 | \$62,330 | \$87,520 | \$25,190 | 71% |
| Financial Expenses | \$3,115 | \$20,276 | \$0 | \$20,276 | \$92,390 | \$72,114 | 22% |
| Premises and Site | \$11,300 | \$97,095 | \$240 | \$97,335 | \$123,010 | \$25,675 | 79% |
| TOTAL EXPENSES | \$97,397 | \$837,139 | \$48,731 | \$885,871 | \$1,204,075 | \$318,204 | 74% |
| TRANSFERS | | | | | | | |
| Transfers to Capital | \$0 | \$25,000 | \$0 | \$25,000 | \$105,000 | \$80,000 | 24% |
| Transfers to Reserves | \$5,380 | \$5,380 | \$0 | \$5,380 | \$0 | (\$5,380) | 0% |
| Interfunctionals Transfers | \$14,550 | \$127,478 | \$0 | \$127,478 | \$177,965 | \$50,487 | 72% |
| TOTAL TRANSFERS | \$19,930 | \$157,858 | \$0 | \$157,858 | \$282,965 | \$125,107 | 56% |
| TOTAL TRANSFERS & EXPENSES | \$117,328 | \$994,997 | \$48,731 | \$1,043,729 | \$1,487,040 | \$443,311 | 70% |
| REVENUE | | | | | | | |
| Grants & Donations | \$0 | \$1,600 | \$0 | \$1,600 | \$0 | (\$1,600) | 0% |
| External Revenue | \$150,379 | \$1,631,581 | \$0 | \$1,631,581 | \$1,374,550 | (\$257,031) | 119% |
| Internal Revenue | \$0 | \$0 | \$0 | \$0 | \$112,490 | \$112,490 | 0% |
| TOTAL REVENUE | \$150,379 | \$1,633,181 | \$0 | \$1,633,181 | \$1,487,040 | (\$146,141) | 110% |
| NET COST OF SERVICE | (\$33,051) | (\$638,183) | \$48,731 | (\$589,452) | \$0 | \$589,452 | 0% |