

## 2019 Budget Overview

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## **DEFINITIONS**

### **BUDGET TERMS:**

Base Budget	<ul style="list-style-type: none"> <li>- reflects the current level of service approved by Council</li> <li>- includes base operating costs required</li> <li>- includes existing revenues at existing rates</li> <li>- does not exceed prior year's net base budget</li> <li>- reflects approved base budget adjustments as a result of Council decisions during the past year</li> </ul>
Supplementary Budget (One-time budget for the year)	<ul style="list-style-type: none"> <li>- reflects one-time costs or revenues approved by council during the budget process or during the year.</li> </ul>
Final Budget	<ul style="list-style-type: none"> <li>- the sum of the Base Budget plus the Supplementary Budget (One time for the current year)</li> </ul>
Supplementary Requests	<ul style="list-style-type: none"> <li>- reflects any proposed change to existing levels of service, or any proposed new programs, lifecycle provisions, staff, or revenues</li> <li>- revenues include any increase to existing fees, any proposed new revenue sources, or revenue changes due to volume</li> <li>- changes to service level agreements</li> <li>- identifies issues as one-time &lt;Supp&gt; or annual &lt;Base&gt;</li> </ul>
FTE (full time equivalency)	<ul style="list-style-type: none"> <li>- represents hours of work of individuals in a department, not number of bodies</li> </ul>

Throughout these budget reports, expenses and revenues are captured using terminology that is common to municipal operations. The following list provides definitions to the captions used:

### **EXPENSES BY ACCOUNT TYPE:**

Employee Related	<ul style="list-style-type: none"> <li>- wages, benefits, honorariums, travel, training, uniforms, etc.</li> </ul>
Building Related	<ul style="list-style-type: none"> <li>- building related costs such as utilities, repairs, maintenance, insurance, etc.</li> <li>- The Asset Management division manages the above issues for municipally owned buildings. Internal cost allocations charge the operating departments for building usage.</li> </ul>
Material, Vehicle & Equip Related	<ul style="list-style-type: none"> <li>- fuel, repairs, maintenance, insurance, new equipment, computer hardware, etc.</li> <li>- The Fleet Division manages the operating and replacement costs for Chatham-Kent's fleet and attachments. An internal rental fee to recover operating and capital costs is charged to the operating departments based on their equipment requests and usage. This rental fee is reflected in the applicable department's costs, with the offsetting cost recovery applied to the expenses of the fleet department.</li> </ul>
Contracted Services	<ul style="list-style-type: none"> <li>- any service provided by Chatham-Kent through sources other than our own staff</li> <li>- examples include contractual costs for ambulance services, garbage collection/disposal, animal control, specialized professionals, grass cutting, roadside mowing, transit, software support fees, etc.</li> </ul>
Infrastructure & Debt	<ul style="list-style-type: none"> <li>- Principle and interest payments for debt issued for infrastructure. Since 2009, CK is managing debt through a pay as you go philosophy for existing infrastructure.</li> </ul>
Operating Related	<ul style="list-style-type: none"> <li>- includes telephone, paper supplies, postage, advertising, liability insurance, library materials, etc.</li> </ul>

Social Assistance	- as Service Managers contracted with the Province to deliver and administer services in the Children, Housing and Employment Services area, this series includes purchase of services for Children and Social Housing providers and legislated Provincial Employment Service benefits. Provincial subsidy, where applicable, is identified in the business area.
Internal Allocations	- internal cost allocations between operating areas are captured to assist in functionalizing costs and maximize subsidy where applicable.
Other Expenses	- this area includes non-typical expenses such as grants and requisitions
Reserve Transfers	- the net impact of transfers to and from reserves and reserve funds - lifecycle transfers regarding Social Housing - lifecycle transfers regarding the Asset Management Plan (AMP) (i.e. Bridges, Buildings, Roads, Storm Sewers, Vehicles, etc.) - lifecycle transfers not related to the Asset Management Plan (i.e. ITS Web, Reforestation, Election, Capital budget, etc.)

**REVENUES BY ACCOUNT TYPE:**

Grants - Provincial	- sources of funding from the Province. Funding for specific programs are allocated to the departments and matched with the costs. The non-operating area reflects funding from the Ontario Municipal Partnership Fund that cannot be functionalized.
Grants - Federal	- sources of funds from the Federal Government allocated to specific programs.
Taxation Revenue	- revenue generated by property taxes including the net impact of assessment growth due to new construction. Includes grants in Lieu which are grants received from the Provincial and Federal governments for governmental properties located in the community that are exempt from property taxation.
Fines & Penalties	- includes late payment fees, by-law infraction fines, revenue from tickets issued under the Provincial Offences Act, etc.
Recoveries	- miscellaneous recoveries from third parties, i.e. Ontario Works reimbursements, fire response issues re 401, gravel pit production, insurance recoveries, etc.
Sale of items	- sale of cemetery plots, publications, food and beverages at canteens, etc.
Licenses, permits & fees	- revenues from building permits, application fees, license fees, etc.
User fees	- includes ice rentals, sport fee rentals, building rentals, accommodation fees, day care fees, etc.
Miscellaneous revenue	- includes general investment income, slot machine revenue, landfill sponsorship revenue, donations, etc.
SLA's	- Service Level Agreements for services purchased by Chatham-Kent Public Utilities and Entegrus.

<b>MUNICIPALITY OF CHATHAM-KENT</b> <b>2019 Final Budget - Corporate Summary</b> <b>CK Municipal Operations</b>					
	2019	2019	2019	%	2019
	Approved	One Time	Final	of	FTE Count
	Base Budget	Budget	Budget	Final Budget	Base
00100 CHATHAM-KENT OPERATING					
Non Departmental	(\$171,660,956)	(\$762,872)	(\$172,423,828)	(52.0%)	
CAO	\$840,073		\$840,073	0.3%	6.00
Mayor,Council and Admin Support	\$325,134		\$325,134	0.1%	1.00
Community Development	\$25,886,658	\$181,126	\$26,067,784	7.9%	126.03
Community Human Services	\$29,912,214	\$202,833	\$30,115,047	9.1%	618.31
Corporate Services	\$6,242,701	\$207,819	\$6,450,520	1.9%	49.24
Finance, Budget, InformationTech Services	\$11,238,213		\$11,238,213	3.4%	70.24
Infrastructure and Engineering Services	\$66,387,716	(\$82,824)	\$66,304,892	20.0%	290.80
Police Services	\$31,335,993	(\$253,828)	\$31,082,165	9.4%	226.00
Total 00100 CHATHAM-KENT OPERATING	\$507,746	(\$507,746)			1,387.62
Total CK Municipal Operations	\$507,746	(\$507,746)			1,387.62

<b>MUNICIPALITY OF CHATHAM-KENT</b> <b>2019 Final Budget - Corporate Summary</b> <b>CK Municipal Operations</b>					
	2019	2019	2019	%	2019
	Approved	One Time	Final	of	FTE Count
	Base Budget	Budget	Budget	Final Budget	Base
00100 CHATHAM-KENT OPERATING					
<b>Non Departmental</b>	(\$171,660,956)	(\$762,872)	(\$172,423,828)	(52.0%)	
<b>CAO</b>					
Chief Administrative Officer	\$840,073		\$840,073	0.3%	6.00
<b>Total CAO</b>	\$840,073		\$840,073	0.3%	6.00
<b>Mayor,Council and Admin Support</b>					
Office of the Mayor/ Council	\$325,134		\$325,134	0.1%	1.00
<b>Total Mayor,Council and Admin Support</b>	\$325,134		\$325,134	0.1%	1.00
<b>Community Development</b>					
Community Development - Admin	\$234,452		\$234,452	0.1%	2.00
Legal Services	\$1,207,525	(\$12,993)	\$1,194,532	0.4%	14.09
Building Development Services	\$194,207		\$194,207	0.1%	11.62
Planning Services	\$677,454	\$3,119	\$680,573	0.2%	8.00
Economic Development Services	\$1,226,156	\$20,000	\$1,246,156	0.4%	10.00
Fire and Emergency Services	\$22,346,864	\$171,000	\$22,517,864	6.8%	80.32
<b>Total Community Development</b>	\$25,886,658	\$181,126	\$26,067,784	7.9%	126.03
<b>Community Human Services</b>					
Community Human Services - Admin	\$161,800		\$161,800		2.00
Child Care & Early Years	\$1,502,476		\$1,502,476	0.5%	23.94
Public Health	\$1,978,667		\$1,978,667	0.6%	84.30
Employment and Social Services	\$4,967,205		\$4,967,205	1.5%	106.00
Seniors Services	\$5,615,255	\$189,294	\$5,804,549	1.7%	279.18
Housing Services	\$7,289,485	(\$2,211)	\$7,287,274	2.2%	12.78
Community Attraction and Leisure Services	\$4,276,663	\$15,750	\$4,292,413	1.3%	65.34
CK Public Library	\$4,120,663		\$4,120,663	1.2%	44.77
<b>Total Community Human Services</b>	\$29,912,214	\$202,833	\$30,115,047	9.1%	618.31
<b>Corporate Services</b>					
Human Resources and Org Development	\$3,210,849	\$207,819	\$3,418,668	1.0%	18.00
Customer Services	\$1,590,360		\$1,590,360	0.5%	23.31
Municipal Governance	\$1,441,492		\$1,441,492	0.4%	7.93
<b>Total Corporate Services</b>	\$6,242,701	\$207,819	\$6,450,520	1.9%	49.24
<b>Finance, Budget, InformationTech Services</b>					
FBIS - Admin	\$352,844		\$352,844	0.1%	2.00
Budget , Performance Services	\$656,140		\$656,140	0.2%	5.50
Financial Services	\$1,793,110		\$1,793,110	0.5%	29.12
Information Technology Services	\$7,434,833		\$7,434,833	2.2%	33.62
John D Bradley Convention Centre	\$1,001,286		\$1,001,286	0.3%	
<b>Total Finance, Budget, InformationTech Services</b>	\$11,238,213		\$11,238,213	3.4%	70.24
<b>Infrastructure and Engineering Services</b>					
Infrastructure, Engineering Services - Admin	\$280,240		\$280,240	0.1%	2.00
Drainage, Asset, Waste Management	\$10,433,327	(\$37,823)	\$10,395,504	3.1%	54.57
Engineering, Transportation Services	\$3,643,387	(\$1)	\$3,643,386	1.1%	24.22
Public Works	\$44,320,271	(\$45,000)	\$44,275,271	13.3%	134.80
Rec Facilities & Parks and Open Spaces	\$7,710,491		\$7,710,491	2.3%	75.21
<b>Total Infrastructure and Engineering Services</b>	\$66,387,716	(\$82,824)	\$66,304,892	20.0%	290.80
<b>Police Services</b>	\$31,335,993	(\$253,828)	\$31,082,165	9.4%	226.00
<b>Total 00100 CHATHAM-KENT OPERATING</b>	\$507,746	(\$507,746)			1,387.62
<b>Total CK Municipal Operations</b>	\$507,746	(\$507,746)			1,387.62

<b>MUNICIPALITY OF CHATHAM-KENT</b> <b>2019 Final Budget by Account Type</b> <b>CK Municipal Operations</b>				
	2019	2019	% of	
	Expense	Revenue	Gross	
	Final Budget	Final Budget	Final Budget	
Employee Related	\$141,065,359		42.5%	
Building Related	\$9,552,126		2.9%	
Material,Veh and Equip Related	\$8,770,031		2.6%	
Contracted Services	\$39,864,201		12.0%	
Infrastructure and Debt	\$5,732,407		1.7%	
Operating Related	\$12,568,549		3.8%	
Social Assistance	\$59,458,787		17.9%	
Internal Allocations	\$1			
Other Expenses	\$6,508,334		2.0%	
Reserve Transfers	\$48,246,457		14.5%	
Grants - Provincial		(\$121,974,941)	(36.8%)	
Grants - Federal		(\$9,336,614)	(2.8%)	
Fines and Penalties		(\$3,588,103)	(1.1%)	
Taxation Revenue		(\$160,340,379)	(48.3%)	
Recoveries		(\$3,740,766)	(1.1%)	
Licenses, Permits and Fees		(\$3,516,893)	(1.1%)	
Sale of Items		(\$965,975)	(0.3%)	
User Fees		(\$20,307,337)	(6.1%)	
Miscellaneous Revenue		(\$3,391,736)	(1.0%)	
Service Level Agreements (SLA)		(\$4,603,509)	(1.4%)	
<b>Total CK Municipal Operations</b>	<b>\$331,766,252</b>	<b>(\$331,766,253)</b>	<b>-</b>	

MUNICIPALITY OF CHATHAM-KENT				
2019 FINAL BUDGET by Account Type				
By Dept : Non Departmental				
	2019	2019	2019	2019
	Base	One time	Final	FTE Count
	Budget	Budget	Budget	Base
<b>Non Departmental</b>				
Contracted Services	\$1,584,755	\$0	\$1,584,755	0.00
Infrastructure and Debt	\$1,573,443	\$0	\$1,573,443	0.00
Operating Related	\$2,777,141	(\$357,319)	\$2,419,822	0.00
Social Assistance	(\$24,155)	\$0	(\$24,155)	0.00
Internal Allocations	(\$1,487,830)	\$55,000	(\$1,432,830)	0.00
Other Expenses	\$7,092,639	\$349,447	\$7,442,086	0.00
Reserve Transfers	\$416,403	(\$110,000)	\$306,403	0.00
Grants - Provincial	(\$20,860,000)	\$0	(\$20,860,000)	0.00
Fines and Penalties	(\$1,470,000)	\$0	(\$1,470,000)	0.00
Taxation Revenue	(\$159,512,300)	\$0	(\$159,512,300)	0.00
Recoveries	(\$76,652)	\$0	(\$76,652)	0.00
User Fees	(\$68,400)	\$0	(\$68,400)	0.00
Miscellaneous Revenue	(\$1,606,000)	(\$700,000)	(\$2,306,000)	0.00
<b>Total Non Departmental</b>	<b>(\$171,660,956)</b>	<b>(\$762,872)</b>	<b>(\$172,423,828)</b>	<b>0.00</b>
<b>Total Non Departmental</b>	<b>(\$171,660,956)</b>	<b>(\$762,872)</b>	<b>(\$172,423,828)</b>	

MUNICIPALITY OF CHATHAM-KENT				
2019 FINAL BUDGET by Account Type				
By Dept : CAO				
	2019	2019	2019	2019
	Base	One time	Final	FTE Count
	Budget	Budget	Budget	Base
<b>CAO</b>				
Chief Administrative Officer				
Employee Related	\$809,108	\$0	\$809,108	6.00
Material,Veh and Equip Related	\$1,000	\$0	\$1,000	0.00
Contracted Services	\$35,475	\$0	\$35,475	0.00
Operating Related	\$30,451	\$0	\$30,451	0.00
Reserve Transfers	\$2,865	\$0	\$2,865	0.00
Service Level Agreements (SLA)	(\$38,826)	\$0	(\$38,826)	0.00
<b>Total Chief Administrative Officer</b>	<b>\$840,073</b>	<b>\$0</b>	<b>\$840,073</b>	<b>6.00</b>
<b>Total CAO</b>	<b>\$840,073</b>		<b>\$840,073</b>	<b>6.00</b>
<b>Total CAO</b>	<b>\$840,073</b>		<b>\$840,073</b>	<b>6.00</b>



MUNICIPALITY OF CHATHAM-KENT					
2019 FINAL BUDGET by Account Type					
By Dept : Mayor,Council and Admin Support					
	2019	2019	2019	2019	
	Base	One time	Final	FTE Count	
	Budget	Budget	Budget	Base	
<b>Mayor,Council and Admin Support</b>					
<b>Office of the Mayor/ Council</b>					
Employee Related	\$241,394	\$0	\$241,394	1.00	
Material,Veh and Equip Related	\$108	\$0	\$108	0.00	
Operating Related	\$82,770	\$0	\$82,770	0.00	
Reserve Transfers	\$3,562	\$0	\$3,562	0.00	
Recoveries	(\$2,700)	\$0	(\$2,700)	0.00	
<b>Total Office of the Mayor/ Council</b>	<b>\$325,134</b>	<b>\$0</b>	<b>\$325,134</b>	<b>1.00</b>	
<b>Council, Council Support</b>					
Employee Related	\$756,446	\$0	\$756,446	1.60	
Material,Veh and Equip Related	\$2,836	\$35,000	\$37,836	0.00	
Contracted Services	\$17,500	\$0	\$17,500	0.00	
Operating Related	\$40,396	\$0	\$40,396	0.00	
Internal Allocations	(\$7,600)	\$0	(\$7,600)	0.00	
Reserve Transfers	\$33,186	\$0	\$33,186	0.00	
Grants - Provincial	\$0	(\$35,000)	(\$35,000)	0.00	
Recoveries	(\$14,671)	\$0	(\$14,671)	0.00	
<b>Total Council, Council Support</b>	<b>\$828,093</b>	<b>\$0</b>	<b>\$828,093</b>	<b>1.60</b>	
<b>Total Mayor,Council and Admin Support</b>	<b>\$1,153,227</b>		<b>\$1,153,227</b>	<b>2.60</b>	
<b>Total Mayor,Council and Admin Support</b>	<b>\$1,153,227</b>		<b>\$1,153,227</b>	<b>2.60</b>	

MUNICIPALITY OF CHATHAM-KENT					
2019 FINAL BUDGET by Account Type					
By Dept : Community Development					
	2019	2019	2019	2019	
	Base	One time	Final	FTE Count	
	Budget	Budget	Budget	Base	
<b>Community Development</b>					
<b>Community Development - Admin</b>					
Employee Related	\$360,033	\$0	\$360,033	2.00	
Contracted Services	\$7,141	\$0	\$7,141	0.00	
Operating Related	\$10,225	\$0	\$10,225	0.00	
Internal Allocations	(\$102,127)	\$0	(\$102,127)	0.00	
Reserve Transfers	\$1,309	\$0	\$1,309	0.00	
Service Level Agreements (SLA)	(\$42,129)	\$0	(\$42,129)	0.00	
<b>Total Community Development - Admin</b>	<b>\$234,452</b>	<b>\$0</b>	<b>\$234,452</b>	<b>2.00</b>	
<b>Legal Services</b>					
Employee Related	\$1,334,936	\$0	\$1,334,936	14.09	
Building Related	\$282,789	\$0	\$282,789	0.00	
Material,Veh and Equip Related	\$19,691	\$6,629	\$26,320	0.00	
Contracted Services	\$121,710	\$0	\$121,710	0.00	
Operating Related	\$1,409,263	\$5,550	\$1,414,813	0.00	
Internal Allocations	(\$685,068)	\$0	(\$685,068)	0.00	
Reserve Transfers	\$709,704	\$0	\$709,704	0.00	
Fines and Penalties	(\$1,977,500)	(\$25,172)	(\$2,002,672)	0.00	
Licenses, Permits and Fees	(\$8,000)	\$0	(\$8,000)	0.00	
<b>Total Legal Services</b>	<b>\$1,207,525</b>	<b>(\$12,993)</b>	<b>\$1,194,532</b>	<b>14.09</b>	
<b>Building Development Services</b>					
Employee Related	\$1,111,003	\$0	\$1,111,003	11.62	
Material,Veh and Equip Related	\$62,282	\$0	\$62,282	0.00	
Contracted Services	\$10,105	\$0	\$10,105	0.00	
Operating Related	\$20,479	\$0	\$20,479	0.00	
Internal Allocations	\$442,658	\$0	\$442,658	0.00	
Other Expenses	\$3,798	\$0	\$3,798	0.00	
Reserve Transfers	\$10,504	\$0	\$10,504	0.00	
Licenses, Permits and Fees	(\$1,459,122)	\$0	(\$1,459,122)	0.00	
Miscellaneous Revenue	(\$7,500)	\$0	(\$7,500)	0.00	
<b>Total Building Development Services</b>	<b>\$194,207</b>	<b>\$0</b>	<b>\$194,207</b>	<b>11.62</b>	
<b>Planning Services</b>					
Employee Related	\$880,877	\$0	\$880,877	8.00	
Material,Veh and Equip Related	\$630	\$3,119	\$3,749	0.00	
Contracted Services	\$49,813	\$150,000	\$199,813	0.00	
Operating Related	\$26,671	\$0	\$26,671	0.00	
Internal Allocations	\$1,807	\$0	\$1,807	0.00	
Other Expenses	\$134,000	\$0	\$134,000	0.00	
Reserve Transfers	\$2,886	(\$150,000)	(\$147,114)	0.00	
Recoveries	(\$30,258)	\$0	(\$30,258)	0.00	
Licenses, Permits and Fees	(\$388,972)	\$0	(\$388,972)	0.00	
<b>Total Planning Services</b>	<b>\$677,454</b>	<b>\$3,119</b>	<b>\$680,573</b>	<b>8.00</b>	
<b>Economic Development Services</b>					
Employee Related	\$1,077,110	\$76,000	\$1,153,110	10.00	
Building Related	\$18,000	\$0	\$18,000	0.00	
Material,Veh and Equip Related	\$1,500	\$4,800	\$6,300	0.00	
Contracted Services	\$73,100	\$140,000	\$213,100	0.00	
Operating Related	\$229,522	\$4,200	\$233,722	0.00	
Internal Allocations	\$864	\$0	\$864	0.00	
Reserve Transfers	\$7,711	\$0	\$7,711	0.00	
Grants - Provincial	(\$181,650)	(\$205,000)	(\$386,650)	0.00	
<b>Total Economic Development Services</b>	<b>\$1,226,157</b>	<b>\$20,000</b>	<b>\$1,246,157</b>	<b>10.00</b>	
<b>Fire and Emergency Services</b>					
Employee Related	\$12,613,690	\$97,461	\$12,711,151	80.32	

MUNICIPALITY OF CHATHAM-KENT					
2019 FINAL BUDGET by Account Type					
By Dept : Community Development					
	2019	2019	2019	2019	
	Base	One time	Final	FTE Count	
	Budget	Budget	Budget	Base	
Building Related	\$426,714	\$0	\$426,714	0.00	
Material,Veh and Equip Related	\$2,890,474	\$297,106	\$3,187,580	0.00	
Contracted Services	\$12,062,277	\$295,000	\$12,357,277	0.00	
Operating Related	\$92,650	\$0	\$92,650	0.00	
Internal Allocations	\$828,065	\$0	\$828,065	0.00	
Other Expenses	\$141,417	\$0	\$141,417	0.00	
Reserve Transfers	\$434,116	(\$515,271)	(\$81,155)	0.00	
Grants - Provincial	(\$6,995,103)	(\$3,296)	(\$6,998,399)	0.00	
Recoveries	(\$129,916)	\$0	(\$129,916)	0.00	
Licenses, Permits and Fees	(\$16,920)	\$0	(\$16,920)	0.00	
Miscellaneous Revenue	(\$600)	\$0	(\$600)	0.00	
<b>Total Fire and Emergency Services</b>	\$22,346,864	\$171,000	\$22,517,864	80.32	
<b>Total Community Development</b>	<b>\$25,886,659</b>	<b>\$181,126</b>	<b>\$26,067,785</b>	<b>126.03</b>	
<b>Total Community Development</b>	<b>\$25,886,659</b>	<b>\$181,126</b>	<b>\$26,067,785</b>	<b>126.03</b>	

MUNICIPALITY OF CHATHAM-KENT					
2019 FINAL BUDGET by Account Type					
By Dept : Community Human Services					
	2019	2019	2019	2019	
	Base	One time	Final	FTE Count	
	Budget	Budget	Budget	Base	
<b>Community Human Services</b>					
<b>Community Human Services - Admin</b>					
Employee Related	\$339,272	\$0	\$339,272	2.00	
Internal Allocations	(\$178,287)	\$0	(\$178,287)	0.00	
Reserve Transfers	\$815	\$0	\$815	0.00	
<b>Total Community Human Services - Admin</b>	<b>\$161,800</b>	<b>\$0</b>	<b>\$161,800</b>	<b>2.00</b>	
<b>Child Care &amp; Early Years</b>					
Employee Related	\$2,088,317	\$0	\$2,088,317	23.94	
Building Related	\$16,000	\$0	\$16,000	0.00	
Material,Veh and Equip Related	\$28,582	\$3,438	\$32,020	0.00	
Contracted Services	\$12,354	\$0	\$12,354	0.00	
Operating Related	\$112,952	\$0	\$112,952	0.00	
Social Assistance	\$16,956,222	\$1,580,058	\$18,536,280	0.00	
Internal Allocations	\$84,805	\$0	\$84,805	0.00	
Reserve Transfers	\$7,727	\$0	\$7,727	0.00	
Grants - Provincial	(\$17,395,909)	(\$1,583,496)	(\$18,979,405)	0.00	
User Fees	(\$408,574)	\$0	(\$408,574)	0.00	
<b>Total Child Care &amp; Early Years</b>	<b>\$1,502,476</b>	<b>\$0</b>	<b>\$1,502,476</b>	<b>23.94</b>	
<b>Public Health</b>					
Employee Related	\$8,530,372	\$0	\$8,530,372	84.30	
Building Related	\$580,228	\$0	\$580,228	0.00	
Material,Veh and Equip Related	\$18,325	\$0	\$18,325	0.00	
Contracted Services	\$441,351	\$0	\$441,351	0.00	
Operating Related	\$463,365	\$0	\$463,365	0.00	
Internal Allocations	\$724,910	\$0	\$724,910	0.00	
Reserve Transfers	\$60,265	\$0	\$60,265	0.00	
Grants - Provincial	(\$8,657,391)	\$0	(\$8,657,391)	0.00	
Grants - Federal	(\$83,890)	\$0	(\$83,890)	0.00	
Recoveries	(\$13,000)	\$0	(\$13,000)	0.00	
Licenses, Permits and Fees	(\$500)	\$0	(\$500)	0.00	
Sale of Items	(\$38,000)	\$0	(\$38,000)	0.00	
User Fees	(\$42,350)	\$0	(\$42,350)	0.00	
Miscellaneous Revenue	(\$5,018)	\$0	(\$5,018)	0.00	
<b>Total Public Health</b>	<b>\$1,978,667</b>	<b>\$0</b>	<b>\$1,978,667</b>	<b>84.30</b>	
<b>Employment and Social Services</b>					
Employee Related	\$10,100,270	\$63,208	\$10,163,478	106.00	
Building Related	\$270,000	\$0	\$270,000	0.00	
Material,Veh and Equip Related	\$13,084	\$0	\$13,084	0.00	
Contracted Services	\$25,124	\$150,000	\$175,124	0.00	
Operating Related	\$309,578	\$1,500	\$311,078	0.00	
Social Assistance	\$33,808,306	\$106,760	\$33,915,066	0.00	
Internal Allocations	\$460,502	\$28,886	\$489,388	0.00	
Reserve Transfers	\$88,576	(\$300,000)	(\$211,424)	0.00	
Grants - Provincial	(\$39,578,234)	(\$50,354)	(\$39,628,588)	0.00	
Recoveries	(\$530,000)	\$0	(\$530,000)	0.00	
<b>Total Employment and Social Services</b>	<b>\$4,967,206</b>	<b>\$0</b>	<b>\$4,967,206</b>	<b>106.00</b>	
<b>Seniors Services</b>					
Employee Related	\$22,045,326	\$146,738	\$22,192,064	279.19	
Building Related	\$1,120,700	\$0	\$1,120,700	0.00	
Material,Veh and Equip Related	\$244,556	\$0	\$244,556	0.00	
Contracted Services	\$926,651	\$0	\$926,651	0.00	
Infrastructure and Debt	\$3,194,600	\$0	\$3,194,600	0.00	
Operating Related	\$1,955,088	\$700	\$1,955,788	0.00	
Social Assistance	\$266,260	\$0	\$266,260	0.00	

MUNICIPALITY OF CHATHAM-KENT					
2019 FINAL BUDGET by Account Type					
By Dept : Community Human Services					
	2019	2019	2019	2019	
	Base	One time	Final	FTE Count	
	Budget	Budget	Budget	Base	
Internal Allocations	\$50,319	\$450	\$50,769	0.00	
Reserve Transfers	\$263,838	(\$375,570)	(\$111,732)	0.00	
Grants - Provincial	(\$16,810,722)	\$416,976	(\$16,393,746)	0.00	
Recoveries	(\$105,000)	\$0	(\$105,000)	0.00	
Sale of Items	(\$3,600)	\$0	(\$3,600)	0.00	
User Fees	(\$7,532,760)	\$0	(\$7,532,760)	0.00	
<b>Total Seniors Services</b>	\$5,615,256	\$189,294	\$5,804,550	279.19	
<b>Housing Services</b>					
Employee Related	\$1,321,999	\$77,075	\$1,399,074	12.78	
Building Related	\$51,057	\$0	\$51,057	0.00	
Contracted Services	\$94,604	\$2,116,052	\$2,210,656	0.00	
Operating Related	\$45,969	\$0	\$45,969	0.00	
Social Assistance	\$5,815,016	\$239,280	\$6,054,296	0.00	
Internal Allocations	\$149,928	(\$28,886)	\$121,042	0.00	
Other Expenses	\$37,522	\$0	\$37,522	0.00	
Reserve Transfers	\$1,760,812	(\$1,615,690)	\$145,122	0.00	
Grants - Provincial	(\$203,851)	(\$559,000)	(\$762,851)	0.00	
Grants - Federal	(\$1,762,600)	(\$231,042)	(\$1,993,642)	0.00	
Fines and Penalties	(\$1,500)	\$0	(\$1,500)	0.00	
Recoveries	(\$13,811)	\$0	(\$13,811)	0.00	
User Fees	(\$5,000)	\$0	(\$5,000)	0.00	
Miscellaneous Revenue	(\$660)	\$0	(\$660)	0.00	
<b>Total Housing Services</b>	\$7,289,485	(\$2,211)	\$7,287,274	12.78	
<b>Community Attraction and Leisure Services</b>					
Employee Related	\$4,219,390	\$297,772	\$4,517,162	65.34	
Building Related	\$848,413	\$0	\$848,413	0.00	
Material,Veh and Equip Related	\$103,282	\$0	\$103,282	0.00	
Contracted Services	\$290,688	\$99,000	\$389,688	0.00	
Operating Related	\$562,748	\$49,938	\$612,686	0.00	
Internal Allocations	(\$96,566)	\$960	(\$95,606)	0.00	
Reserve Transfers	\$17,213	(\$239,046)	(\$221,833)	0.00	
Grants - Provincial	(\$79,965)	(\$1,250)	(\$81,215)	0.00	
Grants - Federal	(\$5,496)	(\$134,915)	(\$140,411)	0.00	
Recoveries	(\$178,507)	\$0	(\$178,507)	0.00	
Sale of Items	(\$204,782)	\$0	(\$204,782)	0.00	
User Fees	(\$1,142,425)	(\$15,468)	(\$1,157,893)	0.00	
Miscellaneous Revenue	(\$57,330)	(\$41,241)	(\$98,571)	0.00	
<b>Total Community Attraction and Leisure Services</b>	\$4,276,663	\$15,750	\$4,292,413	65.34	
<b>CK Public Library</b>					
Employee Related	\$3,085,406	\$0	\$3,085,406	44.77	
Building Related	\$296,438	\$0	\$296,438	0.00	
Material,Veh and Equip Related	\$876,514	\$0	\$876,514	0.00	
Contracted Services	\$59,502	\$0	\$59,502	0.00	
Operating Related	\$105,496	\$19,337	\$124,833	0.00	
Internal Allocations	\$12,508	\$0	\$12,508	0.00	
Reserve Transfers	\$16,916	\$0	\$16,916	0.00	
Grants - Provincial	(\$257,616)	\$0	(\$257,616)	0.00	
Fines and Penalties	(\$48,000)	\$0	(\$48,000)	0.00	
Recoveries	(\$5,492)	\$0	(\$5,492)	0.00	
Sale of Items	(\$13,400)	\$0	(\$13,400)	0.00	
User Fees	(\$5,652)	\$0	(\$5,652)	0.00	
Miscellaneous Revenue	(\$1,957)	(\$19,337)	(\$21,294)	0.00	
<b>Total CK Public Library</b>	\$4,120,663	\$0	\$4,120,663	44.77	
<b>Total Community Human Services</b>	<b>\$29,912,216</b>	<b>\$202,833</b>	<b>\$30,115,049</b>	<b>618.32</b>	

Tab 10

<b>MUNICIPALITY OF CHATHAM-KENT</b>					
<b>2019 FINAL BUDGET by Account Type</b>					
<b>By Dept : Community Human Services</b>					
	2019	2019	2019	2019	
	Base	One time	Final	FTE Count	
	Budget	Budget	Budget	Base	
<b>Total Community Human Services</b>	<b>\$29,912,216</b>	<b>\$202,833</b>	<b>\$30,115,049</b>	<b>618.32</b>	

MUNICIPALITY OF CHATHAM-KENT					
2019 FINAL BUDGET by Account Type					
By Dept : Corporate Services					
	2019	2019	2019	2019	
	Base	One time	Final	FTE Count	
	Budget	Budget	Budget	Base	
<b>Corporate Services</b>					
<b>Human Resources and Org Development</b>					
Employee Related	\$3,174,265	\$1,375,273	\$4,549,538	18.00	
Material,Veh and Equip Related	\$9,990	\$1,719	\$11,709	0.00	
Contracted Services	\$67,490	\$300,000	\$367,490	0.00	
Operating Related	\$53,872	\$0	\$53,872	0.00	
Internal Allocations	\$0	\$6,600	\$6,600	0.00	
Reserve Transfers	\$22,645	(\$1,023,754)	(\$1,001,109)	0.00	
Grants - Provincial	\$0	(\$300,000)	(\$300,000)	0.00	
Recoveries	\$0	(\$152,019)	(\$152,019)	0.00	
Service Level Agreements (SLA)	(\$117,413)	\$0	(\$117,413)	0.00	
<b>Total Human Resources and Org Development</b>	<b>\$3,210,849</b>	<b>\$207,819</b>	<b>\$3,418,668</b>	<b>18.00</b>	
<b>Customer Services</b>					
Employee Related	\$1,725,073	\$225,388	\$1,950,461	23.31	
Building Related	\$116,712	\$0	\$116,712	0.00	
Material,Veh and Equip Related	\$5,758	\$75,000	\$80,758	0.00	
Contracted Services	\$58,834	\$0	\$58,834	0.00	
Operating Related	\$16,692	\$0	\$16,692	0.00	
Internal Allocations	(\$3,225)	\$2,160	(\$1,065)	0.00	
Reserve Transfers	\$29,352	(\$302,548)	(\$273,196)	0.00	
Sale of Items	(\$35,876)	\$0	(\$35,876)	0.00	
Miscellaneous Revenue	(\$3,800)	\$0	(\$3,800)	0.00	
Service Level Agreements (SLA)	(\$319,161)	\$0	(\$319,161)	0.00	
<b>Total Customer Services</b>	<b>\$1,590,359</b>	<b>\$0</b>	<b>\$1,590,359</b>	<b>23.31</b>	
<b>Municipal Governance</b>					
Employee Related	\$565,386	\$0	\$565,386	6.33	
Building Related	\$77,609	\$0	\$77,609	0.00	
Material,Veh and Equip Related	\$2,729	\$0	\$2,729	0.00	
Contracted Services	\$786,527	\$0	\$786,527	0.00	
Operating Related	\$44,536	\$0	\$44,536	0.00	
Internal Allocations	(\$10,307)	\$0	(\$10,307)	0.00	
Reserve Transfers	\$621,298	\$0	\$621,298	0.00	
Grants - Provincial	(\$1,500)	\$0	(\$1,500)	0.00	
Fines and Penalties	(\$18,413)	\$0	(\$18,413)	0.00	
Recoveries	(\$500)	\$0	(\$500)	0.00	
Licenses, Permits and Fees	(\$737,015)	\$0	(\$737,015)	0.00	
Miscellaneous Revenue	(\$716,951)	\$0	(\$716,951)	0.00	
<b>Total Municipal Governance</b>	<b>\$613,399</b>	<b>\$0</b>	<b>\$613,399</b>	<b>6.33</b>	
<b>Total Corporate Services</b>	<b>\$5,414,607</b>	<b>\$207,819</b>	<b>\$5,622,426</b>	<b>47.64</b>	
<b>Total Corporate Services</b>	<b>\$5,414,607</b>	<b>\$207,819</b>	<b>\$5,622,426</b>	<b>47.64</b>	

MUNICIPALITY OF CHATHAM-KENT					
2019 FINAL BUDGET by Account Type					
By Dept : Finance, Budget, InformationTech Services					
	2019	2019	2019	2019	
	Base	One time	Final	FTE Count	
	Budget	Budget	Budget	Base	
<b>Finance, Budget, InformationTech Services</b>					
<b>FBIS - Admin</b>					
Employee Related	\$336,007	\$0	\$336,007	2.00	
Material,Veh and Equip Related	\$2,770	\$0	\$2,770	0.00	
Operating Related	\$12,758	\$0	\$12,758	0.00	
Reserve Transfers	\$1,309	\$0	\$1,309	0.00	
<b>Total FBIS - Admin</b>	<b>\$352,844</b>	<b>\$0</b>	<b>\$352,844</b>	<b>2.00</b>	
<b>Budget , Performance Services</b>					
Employee Related	\$675,279	\$0	\$675,279	5.50	
Material,Veh and Equip Related	\$566	\$75,000	\$75,566	0.00	
Contracted Services	\$8,379	\$0	\$8,379	0.00	
Operating Related	\$7,468	\$0	\$7,468	0.00	
Internal Allocations	(\$38,000)	\$0	(\$38,000)	0.00	
Reserve Transfers	\$2,447	\$0	\$2,447	0.00	
Grants - Provincial	\$0	(\$75,000)	(\$75,000)	0.00	
<b>Total Budget , Performance Services</b>	<b>\$656,139</b>	<b>\$0</b>	<b>\$656,139</b>	<b>5.50</b>	
<b>Financial Services</b>					
Employee Related	\$2,495,171	\$0	\$2,495,171	29.12	
Building Related	\$7,404	\$0	\$7,404	0.00	
Material,Veh and Equip Related	\$2,792	\$0	\$2,792	0.00	
Contracted Services	\$176,422	\$100,000	\$276,422	0.00	
Operating Related	\$210,517	\$0	\$210,517	0.00	
Reserve Transfers	\$9,176	\$0	\$9,176	0.00	
Grants - Provincial	\$0	(\$100,000)	(\$100,000)	0.00	
Fines and Penalties	(\$14,113)	\$0	(\$14,113)	0.00	
Recoveries	(\$25,461)	\$0	(\$25,461)	0.00	
Licenses, Permits and Fees	(\$680,447)	\$0	(\$680,447)	0.00	
Sale of Items	(\$67,000)	\$0	(\$67,000)	0.00	
User Fees	(\$7,000)	\$0	(\$7,000)	0.00	
Miscellaneous Revenue	(\$114,540)	\$0	(\$114,540)	0.00	
Service Level Agreements (SLA)	(\$199,811)	\$0	(\$199,811)	0.00	
<b>Total Financial Services</b>	<b>\$1,793,110</b>	<b>\$0</b>	<b>\$1,793,110</b>	<b>29.12</b>	
<b>Information Technology Services</b>					
Employee Related	\$3,726,948	\$290,125	\$4,017,073	33.62	
Building Related	\$38,982	\$0	\$38,982	0.00	
Material,Veh and Equip Related	\$292,313	\$86,719	\$379,032	0.00	
Contracted Services	\$2,314,634	\$144,730	\$2,459,364	0.00	
Operating Related	\$565,349	\$1,200	\$566,549	0.00	
Internal Allocations	(\$465,816)	(\$23,730)	(\$489,546)	0.00	
Other Expenses	\$28,853	\$0	\$28,853	0.00	
Reserve Transfers	\$1,655,679	(\$499,044)	\$1,156,635	0.00	
User Fees	(\$6,280)	\$0	(\$6,280)	0.00	
Service Level Agreements (SLA)	(\$715,830)	\$0	(\$715,830)	0.00	
<b>Total Information Technology Services</b>	<b>\$7,434,832</b>	<b>\$0</b>	<b>\$7,434,832</b>	<b>33.62</b>	
<b>John D Bradley Convention Centre</b>					
Contracted Services	\$152,919	\$0	\$152,919	0.00	
Infrastructure and Debt	\$554,536	\$0	\$554,536	0.00	
Operating Related	\$137,081	\$0	\$137,081	0.00	
Other Expenses	\$68,376	\$0	\$68,376	0.00	
Reserve Transfers	\$88,374	\$0	\$88,374	0.00	
<b>Total John D Bradley Convention Centre</b>	<b>\$1,001,286</b>	<b>\$0</b>	<b>\$1,001,286</b>	<b>0.00</b>	
<b>Total Finance, Budget, InformationTech Services</b>	<b>\$11,238,211</b>		<b>\$11,238,211</b>	<b>70.24</b>	
<b>Total Finance, Budget, InformationTech Services</b>	<b>\$11,238,211</b>		<b>\$11,238,211</b>	<b>70.24</b>	



MUNICIPALITY OF CHATHAM-KENT					
2019 FINAL BUDGET by Account Type					
By Dept : Infrastructure and Engineering Services					
	2019	2019	2019	2019	
	Base	One time	Final	FTE Count	
	Budget	Budget	Budget	Base	
<b>Infrastructure and Engineering Services</b>					
<b>Infrastructure, Engineering Services - Admin</b>					
Employee Related	\$360,315	\$0	\$360,315	2.00	
Operating Related	\$11,827	\$0	\$11,827	0.00	
Internal Allocations	(\$93,371)	\$0	(\$93,371)	0.00	
Reserve Transfers	\$1,470	\$0	\$1,470	0.00	
<b>Total Infrastructure, Engineering Services - Admin</b>	<b>\$280,241</b>	<b>\$0</b>	<b>\$280,241</b>	<b>2.00</b>	
<b>Drainage, Asset, Waste Management</b>					
Employee Related	\$4,727,084	\$233,258	\$4,960,342	54.58	
Building Related	\$1,860,291	\$0	\$1,860,291	0.00	
Material,Veh and Equip Related	(\$6,402,854)	\$82,277	(\$6,320,577)	0.00	
Contracted Services	\$6,953,678	\$0	\$6,953,678	0.00	
Infrastructure and Debt	\$409,828	\$0	\$409,828	0.00	
Operating Related	\$125,246	\$47,400	\$172,646	0.00	
Social Assistance	\$711,040	\$0	\$711,040	0.00	
Internal Allocations	\$545,244	\$1,920	\$547,164	0.00	
Other Expenses	(\$11,745)	\$0	(\$11,745)	0.00	
Reserve Transfers	\$11,388,758	(\$195,629)	\$11,193,129	0.00	
Grants - Provincial	(\$338,313)	(\$102,049)	(\$440,362)	0.00	
Grants - Federal	(\$951,497)	\$0	(\$951,497)	0.00	
Taxation Revenue	(\$273,754)	\$0	(\$273,754)	0.00	
Recoveries	(\$1,731,552)	(\$105,000)	(\$1,836,552)	0.00	
Sale of Items	(\$1,000)	\$0	(\$1,000)	0.00	
User Fees	(\$6,529,646)	\$0	(\$6,529,646)	0.00	
Miscellaneous Revenue	(\$30,978)	\$0	(\$30,978)	0.00	
Service Level Agreements (SLA)	(\$16,503)	\$0	(\$16,503)	0.00	
<b>Total Drainage, Asset, Waste Management</b>	<b>\$10,433,327</b>	<b>(\$37,823)</b>	<b>\$10,395,504</b>	<b>54.58</b>	
<b>Engineering, Transportation Services</b>					
Employee Related	\$2,511,182	\$1,008,888	\$3,520,070	24.22	
Building Related	\$112,489	\$0	\$112,489	0.00	
Material,Veh and Equip Related	\$329,456	\$116,286	\$445,742	0.00	
Contracted Services	\$2,845,695	\$3,900	\$2,849,595	0.00	
Operating Related	\$31,928	\$7,100	\$39,028	0.00	
Internal Allocations	\$1,800	\$11,640	\$13,440	0.00	
Other Expenses	(\$405,828)	(\$850,770)	(\$1,256,598)	0.00	
Reserve Transfers	\$104,045	(\$297,044)	(\$192,999)	0.00	
Grants - Provincial	(\$840,118)	\$0	(\$840,118)	0.00	
Recoveries	(\$251,914)	\$0	(\$251,914)	0.00	
Sale of Items	(\$14,500)	\$0	(\$14,500)	0.00	
User Fees	(\$470,854)	\$0	(\$470,854)	0.00	
Miscellaneous Revenue	(\$15,000)	\$0	(\$15,000)	0.00	
Service Level Agreements (SLA)	(\$294,994)	\$0	(\$294,994)	0.00	
<b>Total Engineering, Transportation Services</b>	<b>\$3,643,387</b>	<b>\$0</b>	<b>\$3,643,387</b>	<b>24.22</b>	
<b>Public Works</b>					
Employee Related	\$10,896,453	\$0	\$10,896,453	134.80	
Building Related	\$1,231,437	\$0	\$1,231,437	0.00	
Material,Veh and Equip Related	\$6,503,835	\$0	\$6,503,835	0.00	
Contracted Services	\$5,061,807	\$705,000	\$5,766,807	0.00	
Operating Related	\$2,461,168	\$0	\$2,461,168	0.00	
Internal Allocations	\$95,280	\$0	\$95,280	0.00	
Other Expenses	\$14,100	\$0	\$14,100	0.00	
Reserve Transfers	\$33,645,290	(\$750,000)	\$32,895,290	0.00	
Grants - Provincial	(\$5,332,572)	\$0	(\$5,332,572)	0.00	
Grants - Federal	(\$6,167,174)	\$0	(\$6,167,174)	0.00	

MUNICIPALITY OF CHATHAM-KENT					
2019 FINAL BUDGET by Account Type					
By Dept : Infrastructure and Engineering Services					
	2019	2019	2019	2019	
	Base	One time	Final	FTE Count	
	Budget	Budget	Budget	Base	
Fines and Penalties	(\$33,405)	\$0	(\$33,405)	0.00	
Taxation Revenue	(\$554,325)	\$0	(\$554,325)	0.00	
Recoveries	(\$243,459)	\$0	(\$243,459)	0.00	
Licenses, Permits and Fees	(\$83,417)	\$0	(\$83,417)	0.00	
Sale of Items	(\$18,900)	\$0	(\$18,900)	0.00	
User Fees	(\$269,149)	\$0	(\$269,149)	0.00	
Service Level Agreements (SLA)	(\$2,886,697)	\$0	(\$2,886,697)	0.00	
<b>Total Public Works</b>	<b>\$44,320,272</b>	<b>(\$45,000)</b>	<b>\$44,275,272</b>	<b>134.80</b>	
<b>Rec Facilities &amp; Parks and Open Spaces</b>					
Employee Related	\$5,055,608	\$33,637	\$5,089,245	75.20	
Building Related	\$1,863,047	\$0	\$1,863,047	0.00	
Material,Veh and Equip Related	\$932,129	\$0	\$932,129	0.00	
Contracted Services	\$993,531	\$0	\$993,531	0.00	
Operating Related	\$355,265	\$5,302	\$360,567	0.00	
Internal Allocations	\$53,672	\$0	\$53,672	0.00	
Other Expenses	(\$93,475)	\$0	(\$93,475)	0.00	
Reserve Transfers	\$2,923,749	\$2,584	\$2,926,333	0.00	
Recoveries	(\$8,895)	\$0	(\$8,895)	0.00	
Licenses, Permits and Fees	(\$7,500)	\$0	(\$7,500)	0.00	
Sale of Items	(\$530,045)	(\$38,872)	(\$568,917)	0.00	
User Fees	(\$3,801,128)	(\$2,651)	(\$3,803,779)	0.00	
Miscellaneous Revenue	(\$53,324)	\$0	(\$53,324)	0.00	
Service Level Agreements (SLA)	\$27,855	\$0	\$27,855	0.00	
<b>Total Rec Facilities &amp; Parks and Open Spaces</b>	<b>\$7,710,489</b>	<b>\$0</b>	<b>\$7,710,489</b>	<b>75.20</b>	
<b>Total Infrastructure and Engineering Services</b>	<b>\$66,387,716</b>	<b>(\$82,823)</b>	<b>\$66,304,893</b>	<b>290.80</b>	
<b>Total Infrastructure and Engineering Services</b>	<b>\$66,387,716</b>	<b>(\$82,823)</b>	<b>\$66,304,893</b>	<b>290.80</b>	

MUNICIPALITY OF CHATHAM-KENT				
2019 FINAL BUDGET by Account Type				
By Dept : Police Services				
	2019	2019	2019	2019
	Base	One time	Final	FTE Count
	Budget	Budget	Budget	Base
<b>Police Services</b>				
Employee Related	\$29,976,820	\$0	\$29,976,820	226.00
Building Related	\$333,816	\$0	\$333,816	0.00
Material,Veh and Equip Related	\$2,040,590	\$0	\$2,040,590	0.00
Contracted Services	\$428,453	\$0	\$428,453	0.00
Operating Related	\$475,170	\$0	\$475,170	0.00
Internal Allocations	(\$284,164)	(\$55,000)	(\$339,164)	0.00
Reserve Transfers	\$285,469	\$0	\$285,469	0.00
Grants - Provincial	(\$1,645,700)	(\$198,828)	(\$1,844,528)	0.00
Recoveries	(\$121,959)	\$0	(\$121,959)	0.00
Licenses, Permits and Fees	(\$135,000)	\$0	(\$135,000)	0.00
Miscellaneous Revenue	(\$17,500)	\$0	(\$17,500)	0.00
<b>Total Police Services</b>	\$31,335,995	(\$253,828)	\$31,082,167	226.00
<b>Total Police Services</b>	<b>\$31,335,995</b>	<b>(\$253,828)</b>	<b>\$31,082,167</b>	<b>226.00</b>