

APPROVED 2017 BUDGET

2016
AUDITED

2017
BUDGET

WATERSHED MANAGEMENT SERVICES

DEVELOPMENT & PLANNING SERVICES

REGULATIONS ,DEVELOPMENT REVIEWS & RELATED INQUIRIES

GENERAL LEVY	98,843	203,900
MUNICIPAL	-	3,000
PROVINCIAL GRANTS	684	-
OTHER GRANTS/USER FEES/RECOVERIES	447,189	392,800
	<u>546,716</u>	<u>599,700</u>

WAGES	466,058	516,750
CONSULTING	1,301	1,000
SUPPLIES/OFFICE/JANITORIAL	16,723	11,600
VEHICLE/TRAVEL/EQUIP'T USAGE	12,268	12,000
CORP SUPPORT/SHARED SVCS	49,850	60,000
RENT/INS/TAXES/UTILITIES	8,500	10,000
DUES/MEMBERSHIPS	549	600
AUDIT AND LEGAL	9,936	5,000
SMALL MISC	-	-
	<u>565,185</u>	<u>616,950</u>

MUNICIPAL PLANNING SUPPORT/PLANNING RELATED STUDIES AND CONTRACTS (WETLAND EVAL'NS, IWM)

GENERAL LEVY	90,676	47,000
CW~GS LEVY	62,004	51,000
MUNICIPAL	10,000	-
PROVINCIAL GRANTS	56,382	80,213
OTHER GRANTS/USER FEES/RECOVERIES	89,146	104,000
	<u>308,208</u>	<u>282,213</u>

WAGES	267,912	245,200
CONSULTING	500	500
SUPPLIES/OFFICE/JANITORIAL	1,258	1,100
VEHICLE/TRAVEL/EQUIP'T USAGE	1,323	3,000
CORP SUPPORT/SHARED SVCS	38,980	27,500
RENT/INS/TAXES/UTILITIES	2,700	4,000
DUES/MEMBERSHIPS	31	-
SMALL MISC	-	-
	<u>312,704</u>	<u>281,300</u>

WATER RESOURCES ENGINEERING

FLOOD & EROSION CONTROL

GENERAL LEVY	89,748	87,800
MUNICIPAL	-	3,000
PROVINCIAL GRANTS	89,748	90,050
	<u>179,497</u>	<u>180,850</u>

WAGES	108,834	111,000
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APPROVED 2017 BUDGET

	2016 AUDITED	2017 BUDGET
CONSTRUCTION	-	6,000
CONSULTING/INFO'N/DATA SVCS	32,959	27,000
SUPPLIES/OFFICE/JANITORIAL	5,374	6,100
VEHICLE/TRAVEL/EQUIP'T USAGE	6,930	7,000
CORP SUPPORT/SHARED SVCS	20,400	18,000
RENT/INS/TAXES/UTILITIES	5,000	6,000
SMALL MISC	-	-
	<u>179,496</u>	<u>181,100</u>

SPECIAL MUNICIPAL STUDIES AND WATERSHED ENGINEERING (IDF, STORMWATER, CLIMATE ADAPT'N)

GENERAL LEVY	20,300	-
CW~GS LEVY	18,996	19,000
MUNICIPAL	23,283	18,000
PROVINCIAL GRANTS	20,048	18,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	13,148	-
	<u>95,775</u>	<u>55,000</u>
WAGES	42,022	21,000
CONSULTING	47,096	29,000
SUPPLIES/OFFICE/JANITORIAL	466	750
VEHICLE/TRAVEL/EQUIP'T USAGE	1,180	1,250
CORP SUPPORT/SHARED SVCS	6,066	3,900
RENT/INS/TAXES/UTILITIES	557	-
DUES/MEMBERSHIPS	224	500
SMALL MISC	-	-
	<u>97,611</u>	<u>56,400</u>

WECI (WATER AND EROSION CONTROL INFRASTRUCTURE PROJECTS)

MUNICIPAL	642,626	1,210,000
PROVINCIAL GRANTS	455,573	1,210,000
OTHER GRANTS/USER FEES/RECOVERIES	-	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	(45,297)	-
	<u>1,052,902</u>	<u>2,420,000</u>
DIRECT WAGES	26,497	34,000
CONSULTING/OUTSIDE ENGINEERING	235,640	218,000
CONSTRUCTION	781,374	2,153,500
TRAVEL/VEHICLE/ADMINISTRATION/OVERHEAD	9,400	14,500
	<u>1,052,912</u>	<u>2,420,000</u>

WATERSHED MANAGEMENT SERVICES

REVENUES

GENERAL LEVY	299,567	338,700
CW~GS LEVY	81,000	70,000
MUNICIPAL	675,909	1,234,000
PROVINCIAL GRANTS	622,435	1,398,263
FEDERAL GRANTS	-	-
OTHER GRANTS/USER FEES	536,335	496,800
IN-KIND	-	-
TRANSFER TO/FROM DEF REVENUES	(32,149)	-
	<u>2,183,097</u>	<u>3,537,763</u>

APPROVED 2017 BUDGET

	2016 AUDITED	2017 BUDGET
EXPENSES	2,207,908	3,555,750
SURPLUS/(DEFICIT)	(24,811)	(17,987)

CONSERVATION SERVICES

GENERAL PROGRAM/LAND MANAGEMENT, OPERATIONS, AND DEVELOPMENT

GENERAL LEVY	141,000	141,000
FEDERAL GRANTS	4,735	-
OTHER GRANTS/USER FEES	8,609	5,000
	<u>154,344</u>	<u>146,000</u>
WAGES	115,002	116,100
SUPPLIES/OFFICE/JANITORIAL	8,195	6,000
VEHICLE/TRAVEL/EQUIP'T USAGE	2,525	2,500
CORP SUPPORT/SHARED SVCS	13,000	14,000
SMALL MISC	-	-
	<u>138,721</u>	<u>138,600</u>

CONSERVATION LAND MANAGEMENT

WAGES	-	-
VEHICLE/TRAVEL/EQUIP'T USAGE	-	-
	<u>-</u>	<u>-</u>

LAND ACQUISITION AND ACQUISITION PLANNING

CW~GS LEVY	158,604	158,600
FEDERAL GRANTS	362,500	645,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	(483,187)	500,400
	<u>37,917</u>	<u>1,304,000</u>
WAGES	10,352	10,000
PROPERTY	13,677	1,280,000
LEGAL, SURVEYING,CONSULTNG	12,240	12,000
SUPPLIES/OFFICE/JANITORIAL	-	-
CORP SUPPORT/SHARED SVCS	1,648	2,000
	<u>37,917</u>	<u>1,304,000</u>

CONSERVATION SERVICES

TREE PLANTING AND RESTORATION PROJECTS

CW~GS LEVY	100,000	100,000
PROVINCIAL GRANTS	115,000	155,000
FEDERAL GRANTS	648,489	678,000
OTHER GRANTS/USER FEES	437,607	655,000
IN-KIND	10,567	20,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	(143,640)	220,000
	<u>1,168,023</u>	<u>1,828,000</u>
WAGES	352,801	447,000

APPROVED 2017 BUDGET

	2016 AUDITED	2017 BUDGET
CONSTRUCTION	1,608	560,000
ENGINEERING/CONSULTING	132,547	160,000
SUPPLIES/OFFICE/JANITORIAL	54,389	38,100
VEHICLE/TRAVEL/EQUIP'T USAGE	83,034	97,500
PLANT MAT/LANDOWNER GRANTS	422,928	404,000
CORP SUPPORT/SHARED SVCS	74,692	85,000
RENT/INS/TAXES/UTILITIES	7,551	5,500
IN KIND SVCS SUPPLIES	10,567	20,000
CAP MAINT/LOW VALUE ASSETS	8,588	-
SMALL MISC	-	-
	<u>1,148,705</u>	<u>1,817,100</u>

WATER, SOIL & OR SEPTIC IMPROVEMENTS (Landowner Incentive Programs)

CW~GS LEVY	36,996	37,000
IN-KIND	30,820	20,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	12,269	1,750
	<u>80,085</u>	<u>58,750</u>

WQP WAGES	11,892	15,000
SUPPLIES/OFFICE/JANITORIAL	101	-
VEHICLE/TRAVEL/EQUIP'T USAGE	1,575	750
PLANT MAT/LANDOWNER GRANTS	30,620	20,000
CORP SUPPORT/SHARED SVCS	3,500	3,000
RENT/INS/TAXES/UTILITIES	1,000	-
IN KIND SVCS SUPPLIES	30,820	20,000
SMALL MISC	580	-
	<u>80,088</u>	<u>58,750</u>

CONSERVATION AREAS - OPERATIONS, MAINTENANCE, ENHANCEMENTS

CONSERVATION AREAS - ALL (excl HBCA/JRPH)

GENERAL LEVY	324,000	324,000
PROVINCIAL GRANTS	(91)	-
FEDERAL GRANTS	47,485	31,500
OTHER GRANTS/USER FEES	127,678	125,500
TRANSFERS (TO)/FROM DEFERRED REVENUES	(2,435)	2,000
TRANSFERS TO/FROM RESERVES	3,000	(7,000)
	<u>499,637</u>	<u>476,000</u>

WAGES	204,113	181,650
CONSTRUCTION	5,264	4,500
ENGINEERING/CONSULTING	4,822	1,100
SUPPLIES/OFFICE/JANITORIAL	56,760	56,700
VEHICLE/TRAVEL/EQUIP'T USAGE	105,429	88,100
PLANT MAT/LANDOWNER GRANTS	13,221	6,500
CORP SUPPORT/SHARED SVCS	52,300	53,500
RENT/INS/TAXES/UTILITIES	107,060	117,300
AUDIT AND LEGAL	226	-
CAP MAINT/LOW VALUE ASSETS	31,183	14,000
SMALL MISC	-	-
	<u>580,378</u>	<u>523,350</u>

HOLIDAY BEACH

GENERAL LEVY	96,684	96,680
OTHER GRANTS/USER FEES	188,265	182,000
FUND TRANSFERS	4,857	4,500

APPROVED 2017 BUDGET

	2016 AUDITED	2017 BUDGET
TRANSFERS TO/FROM RESERVES	-	(15,000)
	289,806	268,180
WAGES	141,190	116,500
ENGINEERING/CONSULTING	2,535	2,500
SUPPLIES/OFFICE/JANITORIAL	56,582	45,350
VEHICLE/TRAVEL/EQUIP'T USAGE	25,124	17,000
PLANT MAT/LANDOWNER GRANTS	7,455	5,500
CORP SUPPORT/SHARED SVCS	16,000	16,000
RENT/INS/TAXES/UTILITIES	57,696	38,000
CAP MAINT/LOW VALUE ASSETS	23,010	13,750
SMALL MISC	435	500
	330,027	255,100

JOHN R PARK HOMESTEAD

GENERAL LEVY	117,000	142,000
PROVINCIAL GRANTS	23,688	23,700
FEDERAL GRANTS	-	-
OTHER GRANTS/USER FEES	136,205	87,000
TRANSFERS (TO)/FROM RESERVES	6,000	-
	282,893	252,700
WAGES	207,745	187,500
ENGINEERING/CONSULTING	2,533	-
SUPPLIES/OFFICE/JANITORIAL	19,013	17,350
VEHICLE/TRAVEL/EQUIP'T USAGE	3,222	2,700
CORP SUPPORT/SHARED SVCS	10,000	10,000
RENT/INS/TAXES/UTILITIES	14,531	14,200
CAP MAINT/LOW VALUE ASSETS	44,620	20,200
SMALL MISC	1,801	950
	303,465	252,900

CONSERVATION AREAS CAPITAL OR MAJOR MAINTENANCE/IMPROVEMENTS

CW~GS LEVY	20,000	20,000
MUNICIPAL	-	-
OTHER GRANTS/USER FEES	1,027,676	-
TRANSFERS TO/FROM RESERVES	592,300	405,000
	1,639,976	425,000
WAGES	1,366	15,000
LANDS AND CONSTRUCTION	288,741	356,000
ENGINEERING/CONSULTING	1,361	50,000
SUPPLIES/OFFICE/JANITORIAL	14,512	-
VEHICLE/TRAVEL/EQUIP'T USAGE	-	-
CORP SUPPORT/SHARED SVCS	25,824	4,000
AUDIT AND LEGAL	-	-
CAP MAINT/LOW VALUE ASSETS	41,992	-
SMALL MISC	-	-
	373,795	425,000

FLEET & EQUIPMENT

OTHER GRANTS/USER FEES/RECOVERIES	259,896	242,500
TRANSFERS TO/FROM RESERVES	(40,000)	(42,000)
	219,896	200,500
MAINTENANCE/REPAIRS	50,988	42,200

APPROVED 2017 BUDGET

	2016 AUDITED	2017 BUDGET
FUEL	36,098	39,000
LICENCES/MISC/SMALL TOOLS	44,774	35,749
AMORTIZATION	75,870	75,000
	<u>207,730</u>	<u>191,949</u>

RESEARCH & MONITORING

DRINKING WATER SOURCE PROTECTION PROGRAM - Ministry of the Environment

PROVINCIAL GRANTS	2,969	101,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	104,780	(2,000)
	<u>107,749</u>	<u>99,000</u>
WAGES	87,662	84,000
SUPPLIES/OFFICE/JANITORIAL	5,822	5,000
VEHICLE/TRAVEL/EQUIP'T USAGE	1,354	-
CORP SUPPORT/SHARED SVCS	9,571	7,000
RENT/INS/TAXES/UTILITIES	1,300	1,000
PER DIEMS/MISC	2,060	2,000
	<u>107,769</u>	<u>99,000</u>

WATER QUALITY RELATED ACTIVITIES AND STUDIES- (Greenhouse Studies, Nutrient Loading Studies, Demo Farm, RMS)

GENERAL LEVY	47,004	47,000
CW~GS LEVY	63,000	63,000
MUNICIPAL	94,969	4,500
PROVINCIAL GRANTS	267,766	198,000
FEDERAL GRANTS	210,246	151,500
OTHER	14,023	12,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	13,622	125,000
	<u>710,629</u>	<u>601,000</u>
WQM WAGES	317,903	301,300
CONSTRUCTION	7,632	-
CONSULTING	44,371	69,000
SUPPLIES/OFFICE/JANITORIAL	85,999	25,758
VEHICLE/TRAVEL/EQUIP'T USAGE	18,385	15,000
PLANT MAT/LANDOWNER GRANTS	61,244	120,000
CORP SUPPORT/SHARED SVCS	45,840	38,900
RENT/INS/TAXES/UTILITIES	3,861	2,550
DUES/MEMBERSHIPS	630	300
AUDIT AND LEGAL	1,464	1,000
TECHNICAL EQUIPMENT	92,364	27,000
SMALL MISC	-	-
	<u>679,692</u>	<u>600,808</u>

LONG TERM COLLABORATIVE PROJECTS (DETROIT RIVER CLEANUP)

PROVINCIAL GRANTS	84,500	60,000
FEDERAL GRANTS	66,250	60,000
OTHER GRANTS/USER FEES	-	(5,000)
TRANSFERS (TO)/FROM DEFERRED REVENUES	(24,757)	51,000
	<u>125,993</u>	<u>166,000</u>
WAGES	67,563	119,500
ENGINEERING/CONSULTING	4,070	3,000
SUPPLIES/OFFICE/JANITORIAL	25,484	15,000
VEHICLE/TRAVEL/EQUIP'T USAGE	2,078	1,500

APPROVED 2017 BUDGET

	2016 AUDITED	2017 BUDGET
PLANT MAT/LANDOWNER GRANTS	13,677	15,000
CORP SUPPORT/SHARED SVCS	12,000	12,000
RENT/INS/TAXES/UTILITIES	750	-
CAP MAINT/LOW VALUE ASSETS	122	-
SMALL MISC	258	-
	<u>126,002</u>	<u>166,000</u>

LAND MANAGEMENT SERVICES

REVENUES

GENERAL LEVY	725,688	750,680
CW~GS LEVY	378,600	378,600
MUNICIPAL	94,969	4,500
PROVINCIAL GRANTS	493,831	537,700
FEDERAL GRANTS	1,339,705	1,566,000
OTHER GRANTS/USER FEES	2,199,960	1,304,000
IN-KIND	41,386	40,000
TRANSFER TO/FROM DEF REVENUES	(523,348)	898,150
	<u>4,750,791</u>	<u>5,479,630</u>
EXPENSES(INCLUDES FLEET/EQUIP'T AMORTIZATION)	<u>4,114,290</u>	<u>5,832,557</u>
SURPLUS/(DEFICIT)	<u>636,501</u>	<u>(352,927)</u>
TRANSFER (TO)/FROM RESERVES	<u>561,300</u>	<u>341,000</u>

COMMUNITY SERVICES

AWARENESS, PUBLIC EDUCATION, COMMUNICATIONS AND SPECIAL EVENTS

GENERAL COMMUNICATIONS & OUTREACH

GENERAL LEVY	331,926	306,930
CW~GS LEVY	-	-
PROVINCIAL GRANTS	2,997	4,000
OTHER GRANTS/USER FEES	11,571	5,500
TRANSFERS (TO)/FROM DEFERRED REVENUES	(7,000)	5,000
	<u>339,494</u>	<u>321,430</u>
WAGES	240,143	233,000
CONSULTING	5,895	2,000
SUPPLIES/OFFICE/JANITORIAL	12,319	26,400
VEHICLE/TRAVEL/EQUIP'T USAGE	5,025	6,000
PLANT MAT/LANDOWNER GRANTS	11,845	13,000
CORP SUPPORT/SHARED SVCS	10,000	7,500
RENT/INS/TAXES/UTILITIES	1,750	1,750
CAP MAINT/LOW VALUE ASSETS	1,802	1,000
SMALL MISC	146	-
	<u>288,926</u>	<u>290,650</u>

SCHOOL/EDUCATION PROGRAM

GENERAL LEVY	23,000	23,000
OTHER GRANTS/USER FEES	42,539	45,000
	<u>65,539</u>	<u>68,000</u>
WAGES	51,306	66,000
SUPPLIES/OFFICE/JANITORIAL	3,783	4,000
VEHICLE/TRAVEL/EQUIP'T USAGE	1,675	1,500

APPROVED 2017 BUDGET

	2016 AUDITED	2017 BUDGET
PLANT MAT/LANDOWNER GRANTS	500	1,000
CORP SUPPORT/SHARED SVCS	7,525	7,500
RENT/INS/TAXES/UTILITIES	750	1,000
SMALL MISC	-	-
	<u>65,539</u>	<u>81,000</u>

OUTREACH EVENTS AND SHORT-TERM GRANT FUNDED INITIATIVES

PROVINCIAL GRANTS	17,836	-
FEDERAL GRANTS	19,800	-
OTHER GRANTS/USER FEES	97,152	86,500
TRANSFERS (TO)/FROM DEFERRED REVENUES	7,576	7,300
	<u>142,364</u>	<u>93,800</u>
WAGES	30,598	7,900
TREES/SUPPLIES	116,178	85,900
	<u>146,776</u>	<u>93,800</u>

COMMUNITY SERVICES

REVENUES

GENERAL LEVY	354,926	329,930
CW~GS LEVY	-	-
MUNICIPAL	-	-
PROVINCIAL GRANTS	20,833	4,000
FEDERAL GRANTS	19,800	-
OTHER GRANTS/USER FEES	151,261	137,000
IN-KIND	-	-
TRANSFER TO/FROM DEF REVENUES	576	12,300
	<u>547,396</u>	<u>483,230</u>

EXPENSES

	501,241	465,450
	<u>46,155</u>	<u>17,780</u>

SURPLUS/(DEFICIT)

CORPORATE SERVICES

ADMIN/FINANCE/NA/HR

GENERAL LEVY	375,917	375,923
CW~GS LEVY	69,396	69,400
PROVINCIAL GRANTS	10,553	9,000
OTHER GRANTS/USER FEES/RECOVERIES	506,851	430,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	(1,016)	-
TRANSFERS TO/FROM RESERVES	(62,555)	(38,400)
	<u>899,146</u>	<u>845,923</u>
WAGES	510,810	506,000
ERCF SUPPORT	67,810	40,000
MEMBER EXPENSES/CO DUES	52,880	52,000
AUDIT/LEGAL/CONSULTING	32,604	31,000
SUPPLIES/EQUIPT/NETWORK	72,716	55,700
OCCUPANCY/PHONE	117,371	121,500
TRAVEL & BD/STAFF MEETINGS	6,400	6,000
RETIREE BENEFITS	12,455	12,500
	<u>873,046</u>	<u>824,700</u>

INFORMATION SYSTEMS (GIS/DBs)

APPROVED 2017 BUDGET

	2016 AUDITED	2017 BUDGET
GENERAL LEVY	50,735	52,500
CW~GS LEVY	-	11,000
PROVINCIAL GRANTS	19,981	20,750
OTHER	2,820	10,000
	<u>73,536</u>	<u>94,250</u>
WAGES	62,446	60,000
HARDWARE/SOFTWARE	5,262	6,000
CONSULTING	6,810	30,050
	<u>74,518</u>	<u>96,050</u>

REVENUES

GENERAL LEVY	426,652	428,423
CW~GS LEVY	69,396	80,400
MUNICIPAL	-	-
PROVINCIAL GRANTS	30,534	29,750
FEDERAL GRANTS	-	-
OTHER GRANTS/USER FEES	509,671	440,000
IN-KIND	-	-
TRANSFER TO/FROM DEF REVENUES	(1,016)	-
	<u>1,035,237</u>	<u>978,573</u>

EXPENSES

	947,564	920,750
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SURPLUS/(DEFICIT)

	87,672	57,823
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TRANSFER (TO)/FROM RESERVES

	(62,555)	(38,400)
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OTHER

TANGIBLE ASSET REPLACEMENT FUNDING. RESERVE TRANSFERS AND DEFICIT MITIGATION

GENERAL LEVY	100,000	150,000
CWGS	521,004	521,000
TRANSFER TO/FROM RESERVES	(525,000)	(575,000)
DECREASE IN ACCUMULATED DEFICIT	96,004	96,000

CORPORATE TOTAL

TOTAL REVENUES	9,185,506	11,154,696
TOTAL EXPENSES	7,966,646	10,907,507
SURPLUS/(DEFICIT)	<u>1,218,861</u>	<u>247,189</u>

TOTAL GENERAL LEVY	1,906,833	1,997,733
TOTAL CWGS LEVY	1,050,000	1,050,000
TOTAL LEVY	2,956,833	3,047,733
TOTAL MUNICIPAL SPECIAL	770,878	1,235,500
PROVINCIALGRANTS	1,167,634	1,969,713
FEDERAL GRANTS	1,379,850	1,569,000
DONATIONS (ERCF AND OTHER)	1,207,750	322,000
OTHER INCL FEE FOR SVC	2,166,503	2,035,300
IN KIND DONATIONS	41,386	40,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	(505,327)	935,450

APPROVED 2017 BUDGET

	2016 AUDITED	2017 BUDGET
	9,185,506	11,154,696
FUNCTIONAL EXPENSES		
WAGES/BENEFITS	3,439,952	3,456,499
CONSTRUCTION	1,084,619	3,080,000
ENGINEERING/CONSULTING/OUTSIDE TECHNICAL	544,722	594,100
SUPPLIES/OFFICE/JANITORIAL	497,491	362,508
VEHICLE/TRAVEL/EQUIP'T USAGE	387,485	356,600
PLANT MATERIALS/LANDOWNER GRANTS	590,087	596,850
CORP SUPPORT/SHARED SVCS	416,925	391,700
RENT/INS/TAXES/UTILITIES	334,495	326,350
DUES/MEMBERSHIPS	44,491	41,650
BOARD/MEMBER EXPENSES	16,540	16,000
LAND ACQ AND ASSISTANCE	13,677	1,280,000
IN KIND SVCS SUPPLIES	41,386	40,000
AUDIT AND LEGAL	34,742	36,500
CAP MAINT/LOW VALUE TCA	266,427	95,950
BANK/CREDIT CARD CHGS/INTEREST	17,922	15,050
TCA AMORTIZATION	222,683	205,000
OTHER SMALL MISC	13,001	12,750
TOTAL EXPENSES	7,966,646	10,907,507
TOTAL REVENUES (ACCRUAL BASIS)	9,185,506	11,154,696
TOTAL EXPENSES (ACCRUAL BASIS)	7,966,646	10,907,507
SURPLUS/(DEFICIT) (ACCRUAL BASIS)	1,218,861	247,189
ADD/SUBTRACT: NON CASH ITEMS		
DONATION OF LAND TO ERCA	-	-
GAIN/LOSS ON SALE/TRADE-IN VEH/EQUIPMENT	(4,192)	-
AMORTIZATION	222,683	205,000
DEDUCT: CAPITAL ITEMS		
LAND ACQUISITION (NET OF SALES/EXPROPRIATIONS)	(90,227)	-
CAPITALIZED FLEET & EQUIPMENT	(82,303)	(85,000)
PER CAPITAL BUDGET-INFRASTRUCTURE/OTHER TCA	(1,177,254)	-
DECREASE/(INCREASE) IN NET DEBT	87,567	367,189
TOTAL REVENUES (CASH BASIS)	9,181,314	11,154,696
TOTAL EXPENSES (CASH BASIS)	9,093,747	10,787,507
SURPLUS/(DEFICIT) (CASH BASIS)	87,567	367,189
TRANSFER (TO)/FROM RESERVES	(26,255)	(272,400)
UNRESTRICTED SURPLUS/(DEFICIT) (DECREASES/(INCREASES) OPERATING FUND DEFICIT)	61,312	94,789