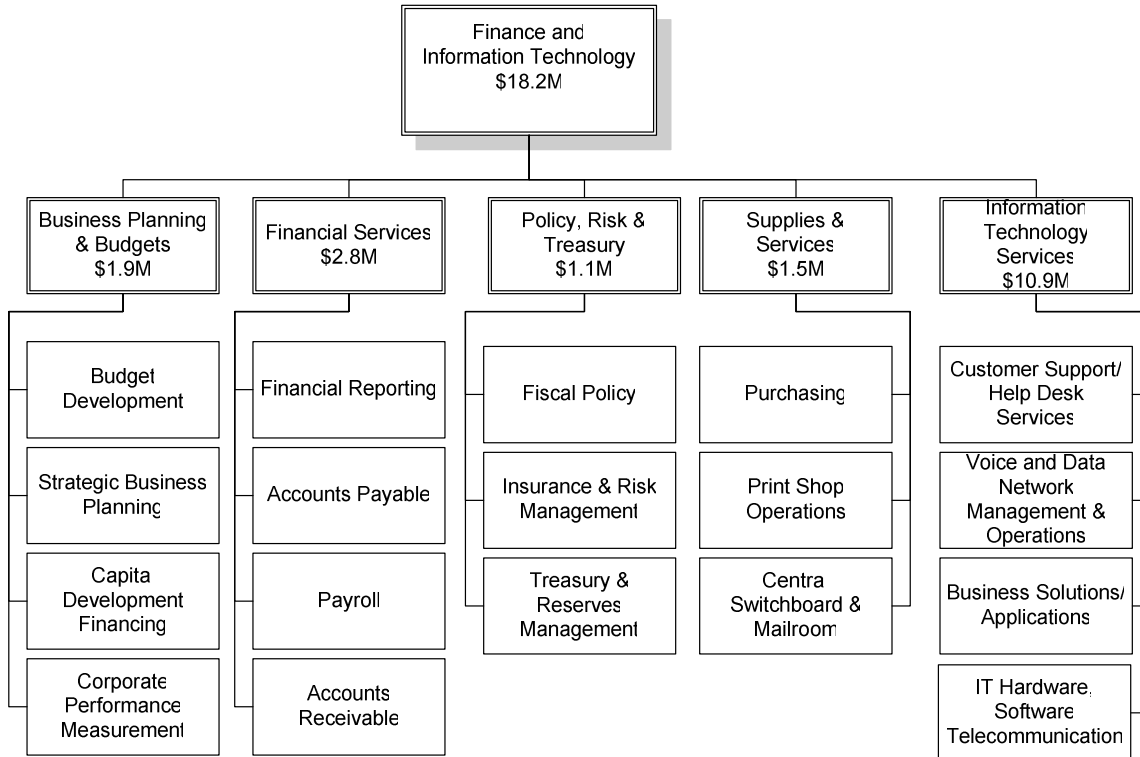
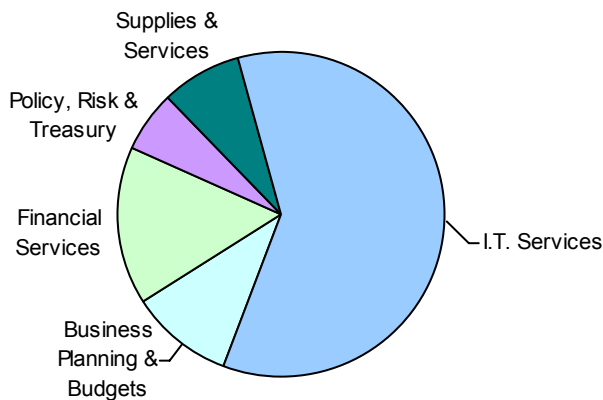


# Finance & Information Technology

## Services That We Provide



**Finance and Information Technology  
2005 Net Expenditure Budget  
\$18.2 million**



For 2005, \$18.2 million of expenditures for Finance and Information Technology will be funded through the Regional tax levy.

The Region of York has developed a methodology to allocate corporate support costs that is consistent with the Ontario Municipal CAO's Benchmarking Initiative (OMBI).

80.5% of Finance and Information Technology expenditures or \$14.7 million are allocated to direct service departments. Costs for corporate management, governance and political support, which are not directly or indirectly attributable to service delivery, remain unallocated.

## 2005 Objectives and Key Work Initiatives

### **Continue to provide effective fiscal management and administration of York Region's financial resources.**

- Develop a comprehensive Regional Fiscal Management Strategy that will ensure long-term strategies are sustainable and that short-term commitments will continue to be met within the available financial resources.
- Work with customers to further streamline and simplify the Business Planning and Budgets process to reduce the administrative time and costs required during budget development.
- Continue to develop financial reporting by providing enhanced actual to budget variance reports and operational summaries for review by senior management.
- Continue to utilize corporate performance measurements to regularly monitor and report on cost and effectiveness of service delivery within the Region's program areas.
- Streamline the purchasing requisition approval process through the integration of existing systems and provide a turnaround time of 36 hours for processing purchasing requisitions.
- Undertake a continuous improvement process to provide an increased role in the examination and direction of third party liability claims.

### **Ensure that growth and development are financed in a fiscally responsible manner to meet the future needs of York Region.**

- Continue to evaluate the Region's assets and infrastructure inventory and develop strategies to ensure adequate funding will be available for rehabilitation and replacement of these assets.
- Review strategy for long term financing of capital infrastructure projects.
- Undertake Regional fiscal impact study to evaluate the long-term impact of delivering Regional services.

### **Provide internal and external customers with an increasing level of professional service that is both effective and cost efficient.**

- Provide Council with the information to make timely and well informed decisions for the well being of the York Region stakeholders.
- Support all departments of York Region by providing business solutions and professional financial advice such as:

## Finance & Information Technology

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- Automation of the collection and reporting of key performance indicators
- Continued expansion of the implementation of electronic bidding; and
- Conduct a full test of the Disaster Recovery Plan to demonstrate that the computing infrastructure can recover and continue data processing operations in the event of a disaster.

### **Deliver sustainable financial leadership to support corporate strategic initiatives and the Region's Vision 2026.**

- Strategic involvement with York Rapid Transit Plan by providing ongoing financial analysis and advice.
- Continue to support the Rapid Transit initiative through the monitoring of capital and operating expenses and the processing of claims to senior levels of government.
- Continue to explore various methods of funding to reduce the need for borrowing on infrastructure projects and mitigate the impact of debt costs.
- Continue the migration to a single Region-wide voice and data network that will save money and enable faster response to changing user needs.
- Implement an ongoing plan of loss prevention and loss control for all aspects of the Region's responsibilities. Claim control and loss prevention are essential elements in protecting the Region's residents, assets and processes.
- Prepare new procedures to deal with in-house bidding, the processing of unsolicited bids and complete a review of evaluating Requests for Proposal's (RFP's).
- In conjunction with the Transportation and Works Department, write new procedures and guidelines for enhanced performance from suppliers and contractors.

### **2006/2007 Objectives**

Increased capital infrastructure projects, in particular, the implementation of the Rapid Transit initiative will have significant impacts on debt financing and will result in additional tax levy pressure in 2006/2007. In addition, future operating impacts of 2005 capital decisions will compound these tax levy pressures.

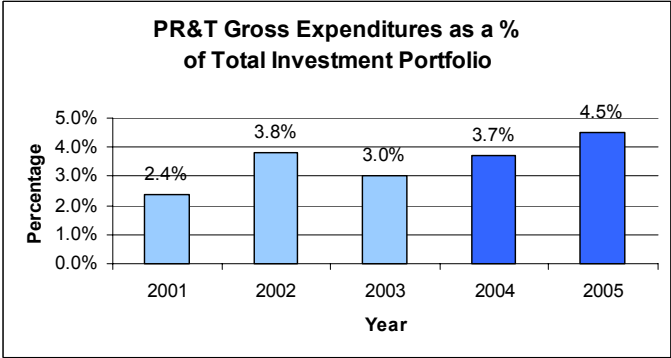
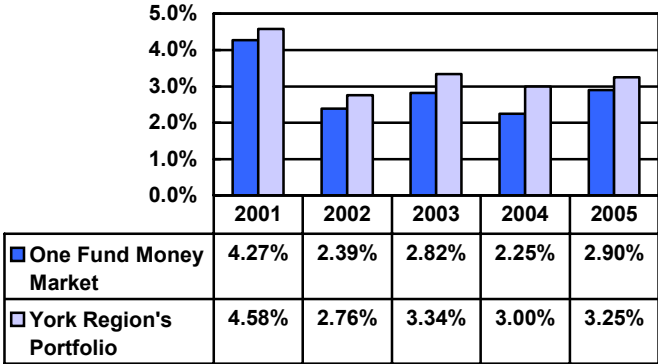
The Finance Department will continue to focus on providing effective fiscal management and strategic financial management to support the corporation in achieving future objectives.

## Performance Measures and Benchmarks

The rate of return earned by the Region’s investment portfolio is benchmarked against that earned by the ONE Fund. The ONE Fund is a professionally managed portfolio which is available to municipalities in Ontario that invests only in those securities that are permitted by provincial regulations. Over the last four years York Region’s investment returns have consistently exceeded this benchmark by at least 25 basis points.

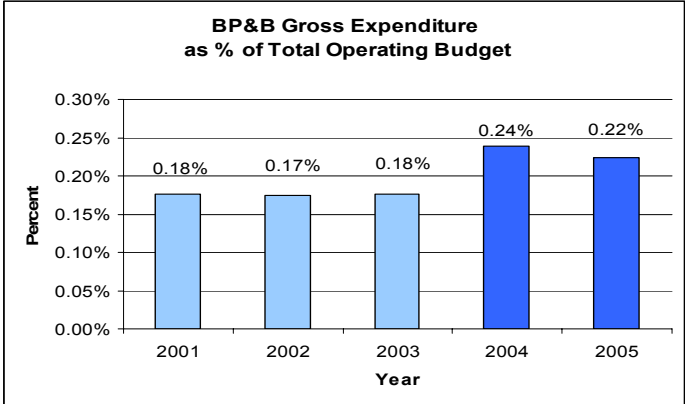
In 2004 the Region successfully initiated a pilot project to enhance its portfolio returns by at least an additional 10 basis points over the previous 25 basis point spread target. Continuing this pilot project will generate at least \$500,000 more revenue annually for the Region’s reserves.

**Rate of Return on Investment**



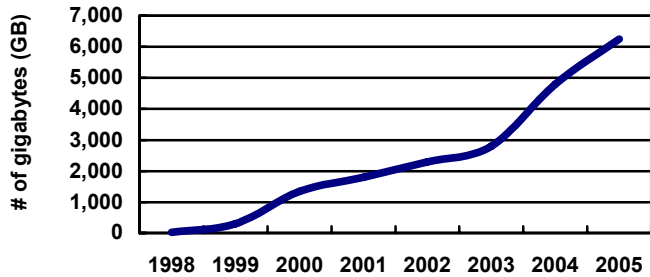
In 2005, the gross expenditure for Policy, Risk & Treasury (PR&T) represents 4.5% of the total investment portfolio estimated at \$24.7 million for York Region.

In 2005, Business Planning & Budgets (BP&B) gross expenditure represents 0.22% of the total Regional operating budget of \$943.3 million.

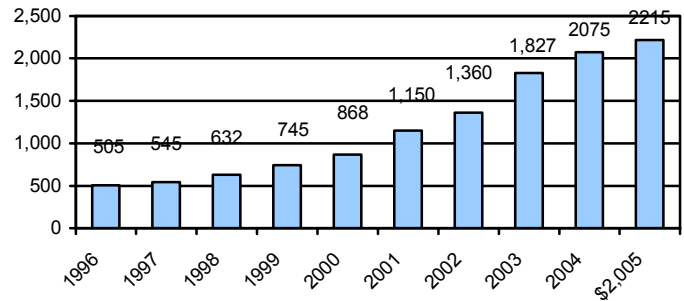


# Finance & Information Technology

ITS Supported Disk Space

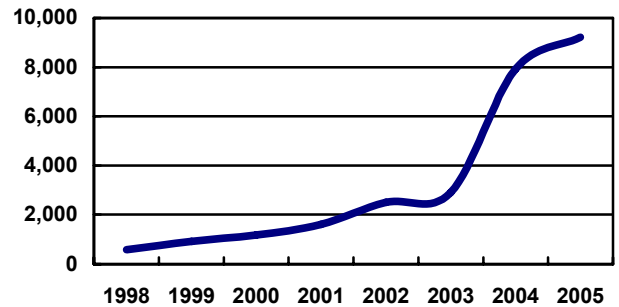


Number of Regional Personal Computers



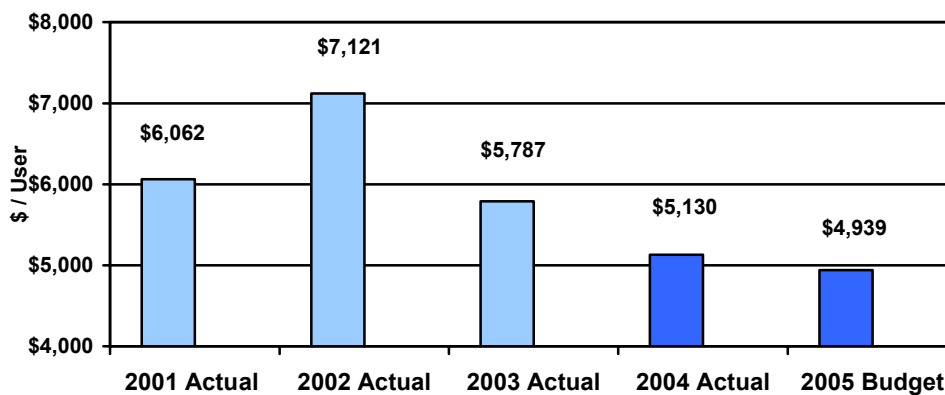
The need for IT Services continues to increase, with significant growth in the number of PCs, service requests and amount of disk space required to meet the needs of the Region.

Number of Departmental Service Requests



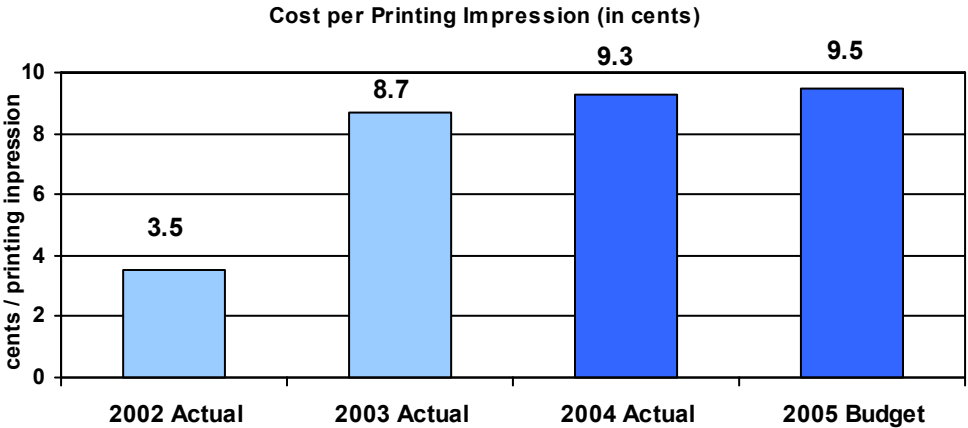
York Region continues to meet the challenge of the increasing demand for IT services by providing an increased level of service to its customers at a decreased cost. For 2005, the cost per PC user (including network infrastructure and support) is expected to decrease by \$191 to \$4,939, from \$5,130 in 2004.

Cost of IT Services per User

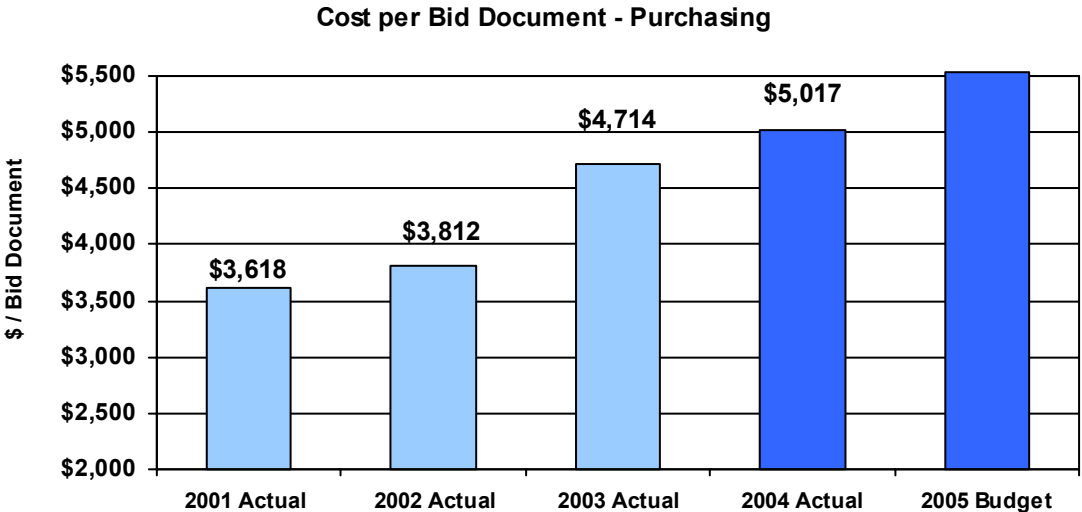


# Finance & Information Technology

York Region’s Print Shop continues to provide quality and timely services to direct service departments while maintaining a low cost printing option. The graph below shows a blended cost for both black and white and colour copies. There continues to be a high demand for colour. Colour copies are approximately 30 times the cost of black and white. However, York Region Print Shop costs are still below the cost of external printing.



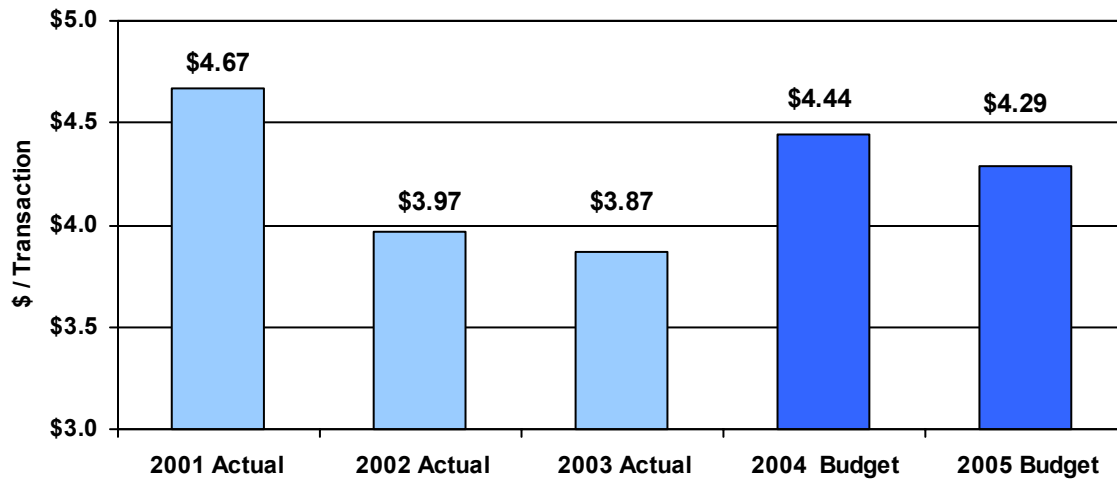
With the introduction of the new Council approved Purchasing By-law in Spring 2002, the number of bid documents handled by the Supplies and Services branch has decreased. Increased delegated authority to access goods and services has enabled operating departments to respond on a more timely basis to taxpayers needs, and made it possible for Purchasing to concentrate on more complex bids.



# Finance & Information Technology

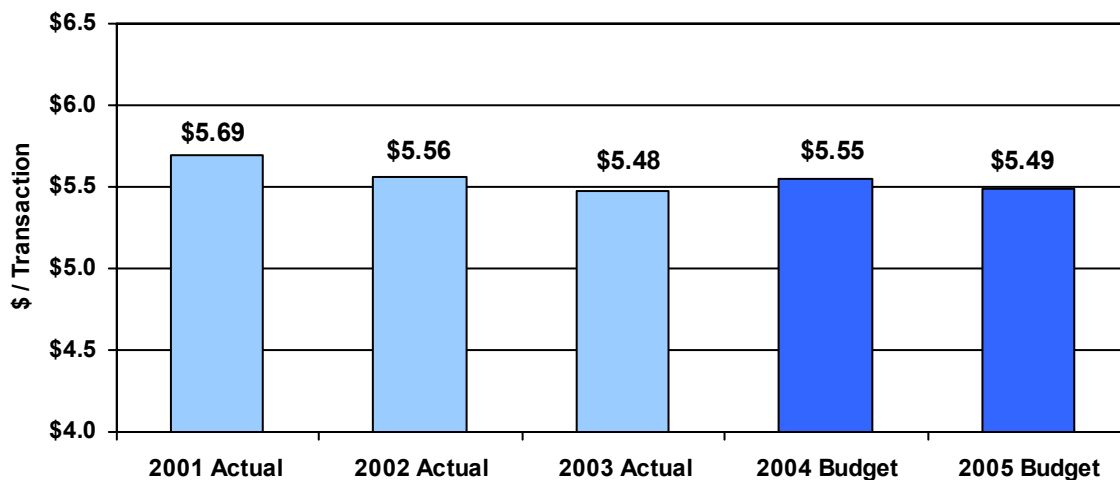
Although the number of accounts payable transactions continues to rise, since 2001, the number of clerical accounts payable staff at the Region has remained constant. The increased workload that has been undertaken by staff in conjunction with improved work processes has enabled the accounts payable branch to reduce the cost per accounts payable transaction.

### Cost per Accounts Payable Transaction



Since 2001, payroll transactions have increased by 17%, while payroll costs have increased by 10%. As a result, cost per payroll transaction has been declined from \$5.69 in 2001 to a projected level of \$5.49 in 2005.

### Cost per Payroll Transaction



# Finance & Information Technology

## Staffing Resources

	2003 Budget	2004 Budget	2005 Budget	2006 Outlook	2007 Outlook
Permanent FTE's	126	136	141	141	141
Net Change		9	5*	0	0
Casual FTE's	0	0	0	0	

\*Conversion of 3 IT contract positions to full-time in 2005 Budget with a savings to the Region of \$74,700.

## 2005 Permanent Staff Justifications

### Senior Coordinator - Capital & Development Financing (1 FTE)

The Region's 10 year capital program has increased in a short period of time to \$5.6 billion, due mainly to the acceleration of capital projects required to address growth in the Region. Key considerations of this program focus on ensuring the plan is complete, affordable, and assessing the financial impact of the program on the Region. As well, other capital-related initiatives will impact the financial sustainability of the Region (e.g. Centres and Corridors, Asset Management Strategy, Growth Management Framework, DC By-law Review). As the capital program grows, there is an increased need for timely and comprehensive reporting of capital expenditures and performance, to ensure Senior Management and Council have the information necessary to make informed decisions.

This position is required for providing short and long term analyses regarding the impact of various capital-related initiatives on the Region's financial position. This position will also be responsible for enhancing the Region's capital expenditure review and reporting process. This position will also provide input into the Region's capital budget process, and provide analyses regarding the funding and affordability of the Region's capital program, supporting the Region's Growth Management initiative.

The cost of this position will be recovered 75% through development charges.

# Finance & Information Technology

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## **Network Analyst LAN/WAN (1 FTE)**

Information Technology Services contracts the services of CNC Global Canada Inc. to provide an experienced resource in a Network Analyst position. Due to an extremely large work load in this area, this resource was contracted to assist with networking and server maintenance and projects as well as trouble tickets from the ITS Service Desk. This position has been contracted for approximately two years. With the continued growth in the nature and scope of the work associated with this position it is intended to switch from a professional services firm to a permanent full time position. The change in service provision will reduce overall costs to provide this critical service.

## **Network Communication Analyst (1 FTE)**

Information Technology Services contracts the services of CNC Global Canada Inc. to provide an experienced resource in a Network Communication Analyst position. Due to an extremely large work load in this area, this resource was contracted to assist with daily activities including Moves, Adds and Changes, trouble tickets from the ITS Service Desk and project work. This position has been contracted for approximately three years. With the continued growth in the nature and scope of the work associated with this position it is intended to switch from a professional services firm to a permanent full time position. The change in service provision will reduce overall costs to provide this critical service.

## **Business Support Analyst (1 FTE)**

### **The FTE is a negotiated specific position that is dedicated to the Transportation and Works Department**

Information Technology Services utilizes Business Support Analysts (BSA) to support all Regional Departments. The role of a BSA is to respond to customer service requests and provide assistance to ITS Project Managers. The Transportation and Works Department has funded a temporary full time position for approximately 18 months. It is intended to transfer the temporary full time position to permanent full time in 2005. This transfer will not increase ITS head count as the position currently resides within the ITS Branch.

# Finance & Information Technology

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## **Support Analyst I (1 FTE)**

Information Technology Services contracts the services of Ajilon Canada Inc. to provide an experienced resource in a Support Analyst I position. This resource performs most of the off-site service calls presented to the ITS Service Desk. This position has been contracted for approximately two years. With the continued growth in the nature and scope of the work associated with this position it is intended to switch from professional services firm to a permanent full time position. The change in service provision will reduce overall costs to provide this service.

# Finance & Information Technology

## Operating Financial Summary – Finance

\$000's	2003 Actual	2004 Restated Budget	2004 Estimate	2005 Budget	2006 Outlook	2007 Outlook
<b>Gross Expenditures:</b>						
Staff Related Costs	5,333.3	6,681.5	6,442.5	6,992.2	7,202.0	7,418.0
Program Costs	227.1	603.7	653.7	597.4	615.3	633.8
Occupancy/R & M Costs	236.3	107.3	107.3	107.3	110.5	113.8
Minor Capital	75.4	24.2	24.2	49.7	30.0	30.0
Contributions to Reserves	0.0	0.0	0.0	0.0	0.0	0.0
Financial Items	2.2	1.8	1.8	3.0	3.1	3.2
Inter Charges/Recoveries	(296.4)	(453.0)	(453.0)	(457.4)	(466.6)	(480.6)
<b>Total Expenditures</b>	<b>5,577.9</b>	<b>6,965.5</b>	<b>6,776.5</b>	<b>7,292.2</b>	<b>7,494.3</b>	<b>7,718.2</b>
<b>Revenues:</b>						
Municipal Revenues	0.0	0.0	0.0	0.0	0.0	0.0
Provincial Funding	0.0	0.0	0.0	0.0	0.0	0.0
Federal Grants	(329.0)	0.0	0.0	0.0	0.0	0.0
Fees and Charges	(154.8)	(160.0)	(160.0)	(150.0)	(160.0)	(160.0)
Development Charges	(122.7)	(237.0)	(237.0)	(302.0)	(311.1)	(320.4)
Contribution from Reserves	(265.0)	(471.1)	(471.1)	(472.2)	(486.4)	(501.0)
Tender Sales	(98.9)	(100.0)	(119.0)	(120.0)	(123.6)	(127.3)
<b>Total Revenues</b>	<b>(970.4)</b>	<b>(968.1)</b>	<b>(987.1)</b>	<b>(1,044.2)</b>	<b>(1,081.0)</b>	<b>(1,108.7)</b>
<b>Tax Levy Impact</b>	<b>4,607.5</b>	<b>5,997.4</b>	<b>5,789.4</b>	<b>6,248.0</b>	<b>6,413.3</b>	<b>6,609.6</b>
<b>Interdepartmental Allocations</b>	<b>(1,888.5)</b>	<b>(3,715.7)</b>	<b>(3,715.7)</b>	<b>(3,729.6)</b>	<b>(3,841.5)</b>	<b>(3,956.7)</b>
<b>Business Plan Total</b>	<b>2,719.0</b>	<b>2,281.7</b>	<b>2,073.7</b>	<b>2,518.4</b>	<b>2,571.8</b>	<b>2,652.8</b>

# Finance & Information Technology

## Operating Financial Summary – IT

\$000's	2003 Actual	2004 Restated Budget	2004 Estimate	2005 Budget	2006 Outlook	2007 Outlook
<b>Gross Expenditures:</b>						
Staff Related Costs	4,476.3	4,827.3	4,720.3	5,282.7	5,441.2	5,604.4
Program Costs	3,324.5	4,353.7	4,353.7	4,041.7	4,163.0	4,287.8
Occupancy/R & M Costs	1,618.9	1,279.6	1,279.6	1,410.2	1,452.5	1,496.1
Minor Capital	25.4	257.6	257.6	362.2	365.0	375.0
Contributions to Reserves	0.0	0.0	0.0	0.0	0.0	0.0
Financial Items	10.3	11.6	11.6	12.6	13.9	15.2
Inter Charges/Recoveries	0.0	(84.7)	(84.7)	(169.0)	(170.0)	(175.0)
<b>Total Expenditures</b>	<b>9,455.4</b>	<b>10,645.1</b>	<b>10,538.1</b>	<b>10,940.4</b>	<b>11,265.5</b>	<b>11,603.6</b>
<b>Revenues:</b>						
Municipal Revenues	0.0	0.0	0.0	0.0	0.0	0.0
Provincial Funding	(29.0)	0.0	0.0	0.0	0.0	0.0
Federal Grants	0.0	0.0	0.0	0.0	0.0	0.0
Fees and Charges	0.0	0.0	0.0	0.0	0.0	0.0
Development Charges	0.0	0.0	0.0	0.0	0.0	0.0
Contribution from Reserves	0.0	0.0	0.0	0.0	0.0	0.0
Other	(8.5)	0.0	0.0	0.0	0.0	0.0
<b>Total Revenues</b>	<b>(37.5)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Tax Levy Impact</b>	<b>9,417.9</b>	<b>10,645.1</b>	<b>10,538.1</b>	<b>10,940.4</b>	<b>11,265.5</b>	<b>11,603.6</b>
<b>Interdepartmental Allocations</b>	<b>(9,527.5)</b>	<b>(10,777.0)</b>	<b>(10,777.0)</b>	<b>(10,945.4)</b>	<b>(11,265.5)</b>	<b>(11,603.6)</b>
<b>Business Plan Total</b>	<b>(109.6)</b>	<b>(131.9)</b>	<b>(238.9)</b>	<b>(5.0)</b>	<b>0.0</b>	<b>0.0</b>

# Finance & Information Technology

## Financial Explanations – Finance

(000's)	Gross		Net	
	\$	%	\$	%
<b>2004 Operating Budget</b>	7,761.5		5,997.4	
<b>Printshop recoveries</b>	(795.8)			
<b>Sub-total of gross expenditures 2004</b>	<b>6,965.7</b>			
<b>Base</b>				
Wage Adj, Step increments, increased benefits	222.2	3.2%	222.2	3.7%
Operating equipment and computer software	20.0	0.3%	20.0	0.3%
Increase in consulting costs for expertise on specific issues	23.0	0.3%	23.0	0.4%
Increased audit and membership fees, insurance, admin costs	23.2	0.3%	23.2	0.4%
Decrease in fees and charges		0.0%	10.0	0.2%
Additional recoveries from Printshop and Policy, Risk & Treasury	(103.8)	(1.5%)	(103.8)	(1.7%)
<b>Sub Total Base</b>	<b>184.6</b>	<b>2.7%</b>	<b>194.6</b>	<b>3.2%</b>
<b>Efficiencies/Program Reductions</b>				
Decrease in professional services and printing costs	(6.6)	(0.1%)	(6.6)	(0.1%)
<b>Sub Total Efficiencies/Program Reductions</b>	<b>(6.6)</b>	<b>(0.1%)</b>	<b>(6.6)</b>	<b>(0.1%)</b>
<b>Total Base Pressures</b>	<b>178.0</b>	<b>2.6%</b>	<b>188.0</b>	<b>3.1%</b>
<b>Total Mandatory/Legislated</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>
<b>Annualization</b>				
<b>Total Annualization</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>
<b>Growth</b>				
Increase in printing costs for tenders due to volume	20.0	0.3%	20.0	0.3%
Increased tender volume revenue	-	-%	(20.0)	(0.3%)
Financial analysis - DC bylaw, capital asset management, reserves and related financial reviews (1 FTE)	88.5	1.3%	22.6	0.4%
Consulting expertise in fiscal studies and strategy development	40.0	0.6%	40.0	0.7%
<b>Total Growth</b>	<b>148.5</b>	<b>2.1%</b>	<b>62.6</b>	<b>1.0%</b>
<b>Enhancements</b>				
<b>Total Enhancements</b>	<b>0.0</b>	<b>0.0%</b>	<b>0.0</b>	<b>0.0%</b>
<b>Total 2005 Budget Pressures</b>	<b>326.5</b>	<b>4.7%</b>	<b>250.6</b>	<b>4.2%</b>
<b>Total 2005 Finance excluding Allocations</b>	<b>7,292.2</b>	<b>4.7%</b>	<b>6,248.0</b>	<b>4.2%</b>
<b>Interdepartmental Allocations</b>	<b>(3,729.6)</b>		<b>(3,729.6)</b>	
<b>Total 2005 Finance after Allocations</b>	<b>3,562.6</b>		<b>2,518.4</b>	

# Finance & Information Technology

## Financial Explanations - IT

(000's)	Gross		Net	
	\$	%	\$	%
<b>2004 Operating Budget</b>	13,813.7		10,645.1	
<b>IT Lease Recoveries</b>	(3,168.6)			
<b>Sub-total of gross expenditures</b>	<b>10,645.1</b>			
<b>Base</b>				
Wage Adj, Step increments, increased benefits	159.7	1.5%	159.7	1.5%
Negotiated Specific T&W BSA	84.5	0.8%	84.5	0.8%
Recovery for Negotiated Specific	(84.5)	(0.8%)	(84.5)	(0.8%)
Conversion from 3 contracts to permanent full time	211.1	2.0%	211.1	2.0%
Increase in administrative costs	20.9	0.2%	20.9	0.2%
Cost of moving existing equipment	45.7	0.4%	45.7	0.4%
Contractual Telecom Line usage	69.8	0.7%	69.8	0.7%
Maintenance fees (3 PBXs)	150.0	1.4%	150.0	1.4%
<b>Sub-total Base</b>	<b>657.2</b>	<b>6.2%</b>	<b>657.2</b>	<b>6.2%</b>
<b>Efficiencies/Program Reductions</b>				
Decrease in Professional Services (3 Conversions to PFT)	(285.8)	(2.7%)	(285.8)	(2.7%)
Discontinued HW Lease	(192.6)	(1.8%)	(192.6)	(1.8%)
Reduction in Cisco Maintenance Lease	(65.0)	(0.6%)	(65.0)	(0.6%)
Decrease in long distance charges (FCI Broadband)	(130.0)	(1.2%)	(130.0)	(1.2%)
Decrease in office furniture, printing	(44.6)	(0.4%)	(44.6)	(0.4%)
<b>Sub-total Efficiencies/Program Reductions</b>	<b>(718.0)</b>	<b>(6.7%)</b>	<b>(718.0)</b>	<b>(6.7%)</b>
<b>Total Base Pressures</b>	<b>(60.8)</b>	<b>(0.6%)</b>	<b>(60.8)</b>	<b>(0.6%)</b>
<b>Mandatory/Legislated</b>				
<b>Total Mandatory/Legislated</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>
<b>Annualization</b>				
Contractual software license costs (MicroSoft server base)	97.8	0.9%	97.8	0.9%
Contractual software license costs (CA, Oracle, EDMS)	170.2	1.6%	170.2	1.6%
<b>Total Annualization</b>	<b>268.0</b>	<b>2.5%</b>	<b>268.0</b>	<b>2.5%</b>
<b>Growth</b>				
Increase software license costs for new users (recoveries)	164.4	1.5%	164.4	1.5%
Increase software acquisition (MS AV for new equipment)	59.3	0.6%	59.3	0.6%
Less: Recoveries	(215.6)	(2.0%)	(215.6)	(2.0%)
<b>Total Growth</b>	<b>8.1</b>	<b>0.1%</b>	<b>8.1</b>	<b>0.1%</b>
<b>Enhancements</b>				
Increase acquisition of protective software	80.0	0.8%	80.0	0.8%
<b>Total Enhancements</b>	<b>80.0</b>	<b>0.8%</b>	<b>80.0</b>	<b>0.8%</b>
<b>Total 2005 Budget Pressures</b>	<b>295.3</b>	<b>2.8%</b>	<b>295.3</b>	<b>2.8%</b>
<b>Total 2005 IT excluding Allocations</b>	<b>10,940.4</b>	<b>2.8%</b>	<b>10,940.4</b>	<b>2.8%</b>
<b>Interdepartmental Allocations</b>	<b>(10,945.4)</b>		<b>(10,945.4)</b>	
<b>Total 2005 IT after Allocations</b>	<b>(5.0)</b>		<b>(5.0)</b>	

# Finance & Information Technology

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## Corporate IT Projects

Corporate IT Projects have been initiated in conjunction with the York Region IT Strategy.

Primarily, the IT Strategy is meant to communicate to the regional organization, and to others, the rationale that management uses to set the priorities for the allocation of the Region's information technology resources. The main deliverable is a longer term plan of prioritized programs that each contain multiple information technology projects to be scheduled and implemented as resources are available.

Technology Initiative is a strategic approach to implement corporate technology initiatives. The purpose of the Information Technology Strategy and the longer term plan derived through the strategy is to chart a roadmap for the effective deployment of Information Technology resources in York Region. In charting this roadmap, the strategy takes into consideration the goals of the Region as manifested in Vision 2026 and establishes strategic directions to assist in accomplishing these goals. The strategy delineates these directions through a set of programs, projects and activities which, when executed, will help the Regional departments in meeting their broader business goals and objectives.

The IT Strategy is about making choices. Associated with these choices are corresponding costs and benefits. The IT Strategy is about making strategic investment decisions in IT within the constraints of the fiscal realities of the Region. The IT Strategy is also a consensus building exercise. The IT Strategy explored the realistic expectations of the departments in terms of adoption of technology and where the Region could be in the years to come.

The Strategy involves the adoption of an effective IT service delivery model that ensures that the resources of the ITS Branch together with the talents of the functional people in the various departments are optimized through the delineation of roles and responsibilities, project ownership, organization and reporting. Finally, the IT Strategy is about looking over the horizon and anticipating the technological changes that can be used and harnessed for keeping the Region competitive.

The 2005 IT Strategy includes 44 projects. A summary of these projects is noted on the following page.

# Finance & Information Technology

## Corporate IT Projects Financial Summary

\$000's	2004 Budget	2004 Forecast	2005 Budget
<b>Corporate Driven Initiatives</b>			
Documents and Records Management	1,157.0	100.0	557.6
Information Technology Services - User Devices Program	522.9	320.0	655.0
Enterprise Programs - Financial, HR, Reporting	601.0	400.0	1,814.2
ITS - Networks Program (Voice & Data)	350.0	360.0	675.0
E* Portal Program	80.0	0.0	50.0
ITS - Service Delivery Program	844.0	840.0	180.0
Customer Relationship Management Program	250.0	50.0	100.0
Broadband Networks Program	0.0	0.0	50.0
<b>Sub Total</b>	<b>3,804.9</b>	<b>2,070.0</b>	<b>4,081.8</b>
<b>Department Driven Initiatives</b>			
Police Services Program	42.6	40.0	0.0
Water & Wastewater Program	310.0	310.0	74.9
GIS Program	92.8	92.8	19.3
ITS - Data Centres Program	1,709.5	1,700.0	2,792.4
Technology Master Plans Program	100.0	100.0	200.0
Mobile Computing Program	38.0	0.0	98.0
<b>Sub Total</b>	<b>2,292.9</b>	<b>2,242.8</b>	<b>3,184.6</b>
<b>Hardware &amp; Telecommunication Leasing</b>			
Hardware Leases***	2,870.7	2,800.0	1,677.9
Telecommunication Leases	1,140.1	1,140.0	1,004.7
<b>Sub Total</b>	<b>4,010.8</b>	<b>3,940.0</b>	<b>2,682.6</b>
<b>Total Gross Expenditures</b>	<b>10,108.6</b>	<b>8,252.8</b>	<b>9,949.0</b>
<b>Revenue:</b>			
Contribution from General Capital Reserves	(9,520.6)	(7,664.8)	(9,361.0)
<b>Sub Total</b>	<b>(9,520.6)</b>	<b>(7,664.8)</b>	<b>(9,361.0)</b>
<b>Tax Levy Impact</b>	<b>588.0</b>	<b>588.0</b>	<b>588.0</b>
<b>*** Start up lease costs in project budgets in 2005</b>			