



QUARTERLY BUSINESS PLAN REPORT



Calgary Police Service
2009-2011 Business Plan
3rd Quarter 2011

CPS 2009-2011 STRATEGIC GOALS AND OBJECTIVES

Strategic Goal 1:

Actively address crime and safety issues of concern to the community.

- Objective 1.1** *Confront violent crime, street-level crime and social disorder.*
- Objective 1.2** *Enhance public safety.*
- Objective 1.3** *Develop and implement effective strategic partnerships that address crime and public safety needs.*

Strategic Goal 2:

Strengthen community policing through effective community contact.

- Objective 2.1** *Enhance our communication with the community.*
- Objective 2.2** *Develop and support our members' capacity to engage the community in prevention, planning and problem solving practices.*
- Objective 2.3** *Strengthen our ties with diverse communities.*

Strategic Goal 3:

Maintain staffing levels that meet community needs by creating a people-focused environment for our employees.

- Objective 3.1** *Maintain or exceed authorized staffing levels by improving our recruiting and retaining our people.*
- Objective 3.2** *Analyze and implement more effective use of human resources.*
- Objective 3.3** *Develop a people-focused leadership culture and enhance two-way communication with our employees to assess their needs and expectations.*
- Objective 3.4** *Support a healthy work-life balance by identifying and implementing needs-based support programs.*

CALGARY POLICE SERVICE 3rd QUARTER 2011 BUSINESS PLAN REPORT

3rd Quarter 2011 Noteworthy News and Announcements



- ✦ The Government of Alberta announced a \$1.4 million Safe Communities Innovation Fund grant for the Child Advocacy Centre, a new child-friendly facility being developed in Calgary to offer victims and families a comprehensive and immediate response when allegations of child abuse are raised. The Centre will house a team of law enforcement, health, justice, and child and family service professionals who will work together to provide services and support to abused children and their families. This coordinated, integrated approach will help minimize trauma, promote healing and increase the effectiveness of investigations and prosecutions.
- ✦ Through the generosity of the RBC Foundation, Canadian Oil Sands Ltd., CONOCOPHILLIPS CANADA and CIBC, \$65,000 was raised for YouthLink – The Calgary Police Interpretive Centre. These donations primarily support the delivery of the new KIDO (Knowing the Issues – Discussing the Options) program to grade six students. KIDO is a two-pronged Alberta curriculum-based program that includes: 1) Classroom work where teachers utilize a manual that includes lesson plans and background information on substance abuse, gangs and bullying, family violence and online safety, which serves as a foundation before students visit YouthLink; 2) a facilitated tour by trained professionals (teachers) of the pertinent exhibits at YouthLink along with interactive activities related to the issues.
- ✦ The Start Smart, Stay Safe (S4) pilot program in 15 schools was launched at the Glenmore Inn on August 30th. The S4 Children and Family Project brings together police, schools and academia to deliver an educational program to dissuade children and teens from criminal activity. Media coverage was positive and representatives from the CPS, Calgary Board of Education, Calgary Catholic School District and Mount Royal University were in attendance.
- ✦ The 19th Annual CPS Volunteer Recognition Banquet was held to honour the 557 volunteers who support and assist the Service in areas such as the Victim Assistance Unit, Community Stations, District Offices, and YouthLink. Chief Rick Hanson and Police Commission Chair Mike Shaikh thanked the volunteers for their service and commitment to the organization.
- ✦ The CPS is a committed partner of the Stop Marijuana Grow Operations Coalition. The Service is collaborating with The Alberta Law Enforcement Response Team (ALERT) and The City of Calgary Coordinated Safety Response Team. In September, the Green Team South, which is comprised of CPS, RCMP Federal Drug Enforcement, and ALERT funded police officers, executed 18 search warrants in a three day period resulting in 14 houses being condemned as Unfit for Human Habitation, and the seizure of nearly 9000 marijuana plants and 7.2 kilos of buds with a total value of \$11.2 million. Nine weapons were seized, nine people were arrested with 72 charges laid and four children between the ages of 18 months and seven years were removed by the Child At Risk Response Team (CARRT).

STRATEGIC GOAL 1:

Actively address crime and safety issues of concern to the community.

Crime Management Strategy

- Implementation of the Offender Crime Prioritization Committee (OCPC) was approved by the CPS Executive Committee as a pilot project designed to enhance cross-bureau communication. Service wide training and communication strategies will be implemented during 4th quarter 2011. (AP 1.2-02)
- The Real Time Operations Centre (RTOC) conducted an oxycontin robbery analysis. Development of a response protocol is dependent on further development of the OCPC. The Committee is expected to receive training during the 4th quarter then collaborate with the RTOC to develop the response protocol for oxycontin related robberies. (AP 1.1-01)
- The RTOC supported the Stampede Incident Command Team during the 10 day event. RTOC Analysts produced an Eye on Crime bulletin entitled "The Stampede Forecast". Using predictive analytics, the RTOC also advised command staff on what they could expect in terms of calls for service, weapon and drug seizures, and crowd size at the Coca Cola Stage. A mid-event update was provided to assist Commanders in determining staffing needs and allocation of CPS resources within the Park. The RTOC also prepared daily slideshows to share information about officer safety and relevant crime issues with officers on the grounds. (AP 1.1-01)
- The RTOC successfully activated the HAWCS downlink, allowing staff in the Centre to view the HAWCS helicopter camera in real-time. This access facilitates decision-making, as Commanders are now able to see what HAWCS pilots are seeing. (AP 1.1-01)
- Minor Special Interest Police and Surveillance (SIP/SURV) process changes are being made upon the RTOC's pilot review of the SIP/SURV function, formerly part of the CPIC (Canadian Police Information Centre) Unit's mandate. Training has been completed for entering information onto the CPIC system. Information storage in SharePoint is now operational and subject information is systematically filed and easily retrievable. (AP 1.1-02)
- The Drug Unit and Planning and Research Section conducted several focus groups with CPS stakeholders to gather information and identify gaps for the CPS Drug Strategy. (AP 1.1-01)

- The Drug Unit continues to participate with and support the Drug Treatment Court. During the 3rd quarter, the Unit assisted in the selection and management of 20 participants, putting the Drug Treatment programs at full capacity. (AP 1.3-01)

Investigative Capacity

- With the assistance of the Policy Development Section and the Chief Crowfoot Learning Centre (CCLC), the Missing Persons Team updated the CPS Policy and Procedures Manual with an expanded, comprehensive missing persons response model, consisting of guidelines and protocols to assist CPS and Public Safety Communications in identifying risk and the appropriate level of response. (AP 1.1-03)

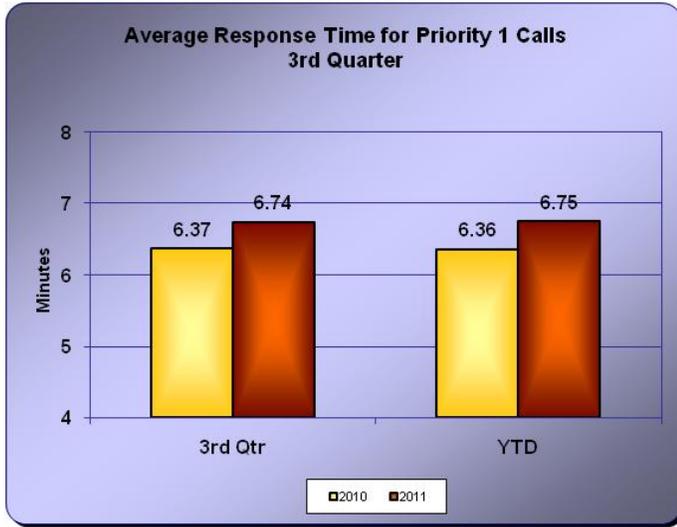
Strategic Partnerships

- The E-disclosure Project will allow for e-disclosure to the Federal Prosecutor and Alberta Justice Special Prosecution Offices. The Federal Crown is anticipating the ability to receive online disclosure in the 4th quarter. A six month pilot project will begin on October 3rd in District 2 with an Imaging and Disclosure Technician scanning documents into Livelink for capture and disclosure, and managing long-term operation files. (AP 1.1-09)
- The MorphoTrack Automated Fingerprint Identification System (AFIS) is now operational. The ability to send electronic fingerprints from multiple Livescans remains on hold due to certification issues. Certification testing is ongoing with completion anticipated for the 4th quarter. (AP 1.1-03)
- Additional resources were assigned to the Alberta Police Integrated Information Initiative (API3) Project Management Office. The portfolios of Training Execution, Business Continuity, Quality Assurance and Change Management were filled with secondments. Charter documents for these portfolios were drafted and submitted for approval. (AP 1.3-04)
- As part of the 3-year Safe Communities Innovation Fund (SCIF) grant to research GPS Electronic Monitoring, the University of Calgary and the CPS High Risk Offender Program continue to collaborate and work together to research High Risk Offenders. This framework will be used by the Edmonton Police Service and

Red Deer Municipal District RCMP for the project.
(AP 1.2-03)

- ✚ The Gateway Initiative is a partnership between the CPS and The City of Calgary Community and Neighbourhood Services (CNS). Gateway acts as a central resource for police officers to refer youth. Evaluation of the Gateway program is being conducted by a Steering Committee and Gateway personnel are reviewing the case management process to create efficiencies. The review is scheduled for completion in the 4th quarter. (AP 1.3-02)
- ✚ The CPS, Animal and Bylaw Services, and Calgary Transit have been collaborating to develop a Graffiti Strategy for use by The City of Calgary business units and private corporations to educate and report graffiti vandalism. Best practices have been analyzed and a subject matter expert has reviewed local graffiti issues. A business case and communication strategy have been completed to support the Graffiti Action Plan, which includes the launch of a dedicated website. (AP 1.2-03)

Key Performance Measures and Milestones Achieved



During 3rd quarter 2011, the average response time to Priority 1 calls was 6.74 minutes.

The target is 7 minutes.

Source: CPS CAD Report 5, October 2011

Indicator	3 rd Quarter		Year To Date		YTD % Change
	2010	2011	2010	2011	
Dispatched Calls	64,713	67,284	173,662	182,191	4.91%
On-view Calls	15,956	14,120	44,123	41,293	-6.41%
Total Attended Calls*	80,669	81,404	217,785	223,484	2.62%
Cancelled After Dispatched Calls	2,482	2,664	6,810	7,250	6.46%
Traffic Safety – Overall reportable collision rate per 100,000 population**			2,235.3	2,208.3	-1.21%

*Includes Dispatched and On-view Calls. Source: CPS CAD Report 3a, October 2011

**Does not include public parking lot and private roadway collisions. Source: Cumulative Data (Traffic Section, October 2011)

Indicator	# of Offences Year To Date			% Cleared Year To Date			Clearance Rate Target
	2010	2011	% Change	2010	2011	Change	
Residential Break & Enter	2,106	1,897	-9.9%	17.0%	11.9%	-5.1	25%
Commercial Break & Enter	2,361	1,630	-31.0%	13.7%	10.7%	-3.0	20%
Street Robbery	612	488	-20.3%	30.9%	31.8%	+0.9	40%

Source: Static Data (PIMS, October 2010 & 2011)

Strategic Goal 2:

Strengthen community policing through effective community contact.

Diverse Communities

- ✦ The Diversity Resource Team will be hosting the Police & Community Diversity Conference in November. The conference will connect some of Canada's foremost experts in diversity to share best practices on creating vibrant, inclusive communities. The conference is currently sold out. Nine community room presentations have been added to the agenda highlighting local community initiatives.

Employee Training and Development

- ✦ Fifteen Investigative Development Program candidates participated in the Fall session. To meet the needs of the Service, Career Development is reviewing the concept of a two-tiered training model which would include a General Investigations Unit (GIU) training program. (AP 2.2-02)
- ✦ The new Bank of Canada "polymer" bank notes are scheduled to be released in November. Representatives of the RCMP, Bank of Canada and CPS presented District Training Officers and GIU members with a hands-on lecture detailing note security features and training materials for District personnel.
- ✦ The Elder Abuse Response Team (EART) provided employee training about the 24-hour telephone line used to report elder abuse and make contact with the Team. EART is working with the CCLC to develop elder abuse training scenarios for CPS recruits. The Team has investigated over 60 allegations of Elder Abuse year to date. (AP 2.3-04)
- ✦ The CPS Homicide Unit and Alberta Specialized Law Enforcement Training (ASLET) co-hosted the 2011 Provincial Homicide Investigator's Conference in Red Deer. The goal of the conference was to bring together Homicide Investigators and those working to support homicide investigations in order to increase knowledge and experience. Approximately 275 people from throughout Western Canada attended.
- ✦ The review of Police Sector Council competencies, with intentions of adopting and implementing for CPS use, is now complete. The Career Development Section (CDS) is refreshing the current CPS competencies and updating them with Public Safety Communications competency information. The CDS is working towards validating the updated competencies and

developing a new performance management/assessment system for the CPS. (AP 2.2-04)

- ✦ The CCLC is aligning Recruit and Police Officer Training with the CPS Crime Prevention and Reduction Continuum. The initial draft of the academies survey has been completed, with a final version anticipated for the 4th quarter. This research will not only help to establish a national standard for police training, but also identify learning gaps within the current CPS model. Training strategy research continues with a focus on creating an apprentice-style training academy in the future. (AP 2.2-04)
- ✦ The Human Resources Operations Section is reviewing current procedures relating to the movement of sworn employees, which will result in the creation of standard operating procedures and organizational policy. Included in this review is the enhancement of the Lateral transfer Competition Process and the definition of CPS Specialty Units. (AP2.2-02)

Building CPS Capacity & Enhancing Community Contact

- ✦ The Westwinds Customer Service Centre is under construction with completion scheduled for the 4th quarter. (AP 2.1-03)
- ✦ In September, the Victim Assistance Court Support Program opened an office inside the Provincial Court House to provide frontline information and support to victims as they progress through the justice system. The office is open two days per week utilizing paid staff and volunteers. Feedback from the Crown Prosecutors Office, courthouse staff and victims has been extremely positive.

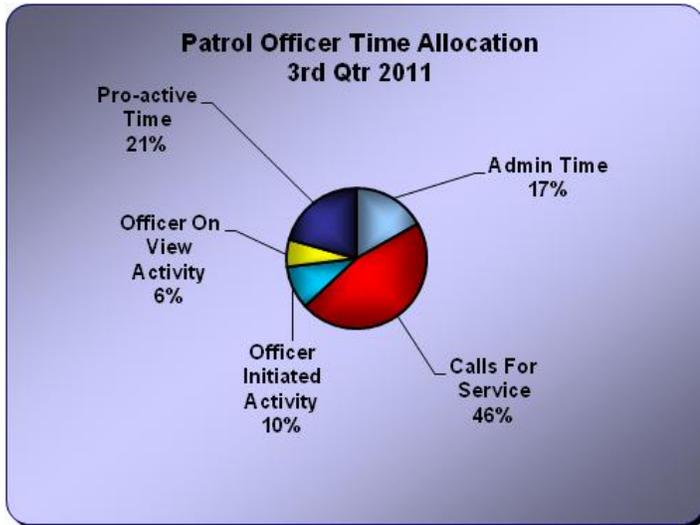
Crime Prevention, Increased Awareness & Proactive Problem-Solving

- ✦ The Retail Industry Crime Initiative (RICI) Program successfully launched the live online component - an interactive real time website that is a collaborative effort amongst retail loss prevention/security/managers and the CPS. Its goals are to compile and utilize information on retail offences and trends to assist in combating retail crime, as well as foster a positive working relationship between participating stakeholders and the CPS. During the 3rd quarter, educational presentations about the RICI Program and website were made to loss prevention officers and select District office personnel. (AP 2.1-01)

Youth Initiatives

- ✚ The launch of the new School Resource Officer (SRO) Program included five new officers joining the team. Presentations were made to stakeholders about the program's objectives and long term strategies. A SRO Joint Coordinating Committee was established with representatives from the Calgary Board of Education, Calgary Catholic School District and the CPS. (AP 2.1-01)
- ✚ The KIDO (Knowing the Options - Discussing the Options) program successfully secured money from the corporate sector enabling YouthLink – The Calgary Police Interpretive Centre to hire three qualified professional educators to deliver the KIDO program to Calgary's youth.
- ✚ YouthLink – The Calgary Police Interpretive Centre needs to raise \$8 million to develop the building at Westwinds for a new Interpretive Centre. As part of the expansion campaign, the Centre has implemented its government relations strategy meeting with as many representatives as possible and is in the process of establishing a campaign cabinet that will oversee this initiative with members from the community.

Key Performance Measures and Milestones Achieved



During 3rd quarter 2011, total problem-solving time (a combination of pro-active time, on-view activity and officer-initiated activity) was 37%.

The problem-solving time target is 40%.

Source: CPS CAD Report 10, October 2011

Indicator	3 rd Quarter		Year To Date			Target
	2010	2011	2010	2011	% Change	
Number of hits on the Crime Mapping site	3,124	2,750	9,568	8,444	-11.7%	Increase
Number of Citizen Online Police Reports	3,504	3,879	9,048	9,379	3.7%	Increase

Source: CPS Information, Communication & Technology Section, October 2011

Indicator	3 rd Quarter		
	2009	2010	2011
Number of citizen compliments received within 6 months	89	165	170
Number of public complaints received within 6 months	43	87	88
Number and percentage (%) of public complaints resolved within 6 months (Target = 50%)	24 (56%)	27 (31%)	99 (48%)

Source: CPS Professional Standards Section, October 2011

STRATEGIC GOAL 3:

Maintain staffing levels that meet community needs by creating a people-focused environment for our employees.

Staffing

- ✦ The Human Resources Business Advisory Section (HRBAS) is conducting a Hiring Business Practice Review in order to streamline the hiring process for civilian positions. A full review of current practices has been completed with some minor adjustments required as a result of the upgrade to PeopleSoft version 9.1. (AP 3.1-03)
- ✦ The Human Resources Operations Section (HROPS) is conducting a Hiring Business Practice Review in order to streamline the hiring process for sworn positions. By the end of the 3rd quarter, 36 applicants had participated in the Behavioural Descriptive Interviewing course and completed panel interviews with an overall success rate of 81%. (AP 3.1-03)
- ✦ As part of the Strategic Recruiting Plan, the Recruiting Unit launched its first ever recruiting station at the 2011 Calgary Stampede grounds. The Unit is also developing a student practicum session allowing students from local educational institutions to participate in a work program that provides insight into law enforcement and showcases the CPS as a desirable employer. (AP 3.1-04)

Employee Health and Wellness

- ✦ In an effort to expand offerings from Peer Support, 14 new employees were added to the area and received basic peer support training. In addition, Recruits received a lecture on police officer stress and coping skills. (AP 3.4-05)
- ✦ The Health Management Unit has completed the standard operating procedures (SOPs) relating to the Tripartite Treatment Program in conjunction with the Intoxicated Member Off-Duty Protocol. The HROPS are using the SOPs while supporting affected officers, and will continue to evaluate the SOPs until they receive final approval. (AP 3.4-01)
- ✦ To support the development of a CPS Workplace Wellness Model, the Health Management Unit continued to engage community health partners in anticipation of the Fall Wellness Fair. Several external vendors will participate in a multitude of wellness promotion topics and initiatives. Communication and engagement on flu vaccinations was initiated in September. (AP 3.4-01)

Leadership and Development

- ✦ The Career Development Section (CDS) is developing a framework for the Civilian Development and Engagement Initiative, and has selected employees to participate as steering committee members. An outline of the Initiative is anticipated for February 2012. (AP 3.2-02)
- ✦ Executive Development Training is designed to improve the skills of CPS Executives, Senior Officers and Civilian Managers. During the 3rd quarter, discussions began with the University of Calgary Haskayne School of Business to research the possibility of developing a local Executive Development and Leadership Foundational Training Program. (AP 3.3-02)
- ✦ The Chief Crowfoot Learning Center (CCLC) is creating a Leadership Development Program for CPS members. Proposals for leadership development training were received from Mount Royal University and the University of Calgary. The CCLC is currently writing a recommendation paper for CPS management and a decision on the educational provider is anticipated in November. The CCLC is working with the Career Development Section to determine both a learner selection and accountability process for the program. A communication strategy is also being developed with roll out anticipated for 2012. (AP 3.3-02)
- ✦ Recent audits and feedback from Commanders has indicated a need for some supervisory skills refresher training. During the 3rd quarter, the first installment of the supervisory seminar series "Crucial Conversations" began and will become a core component of the leadership development program in 2012. The second installment entitled "Leading Performance" is nearing completion and is scheduled to launch in the 4th quarter. The final installment, "Ethics in Policing" is currently in the developmental stage. (AP 3.3-02)

Efficiency and Effectiveness

- ✦ With the gap analysis complete, new policies, procedures and work processes for ISO 14001 Environmental Program are being developed. (AP 3.1-01)
- ✦ The HRBAS is developing the Peace Officer Program within the CPS by developing policy, standard operating procedures (SOPs) and

reporting procedures in adherence with the *Alberta Peace Officer Act*. During the 3rd quarter, a review was conducted of the *Act*, regulations, bulletins, and other applicable legislation and materials. The HRBAS met with the corporate Peace Officer Liaison and transferred all CPS information to HRBAS. Supervisors of all CPS Peace Officers have been advised the HRBAS is now the point of contact for any new applications for Peace Officer status.

Key Challenges

- ✚ The Community and Youth Services Section externally funded programming is dependent on Social Return On Investment evaluative outcomes and team members need to continually refine reporting processes to ensure sustainability.
- ✚ Challenges continue in obtaining agency certification for the multiple Livescan submissions through the AFIS server to the RCMP in Ottawa. Final network configuration changes were communicated by the RCMP to the CPS Information, Communication and Technology Section. Once these changes are made, the testing will continue at a scheduled time.
- ✚ The Real Time Operations Centre is reaching capacity in terms of the databases available on computers in the Centre.
- ✚ The Strike Force Unit has been struggling to fulfill numerous requests for investigative support, largely due to the demand placed upon them by several large and complex major crime investigations underway.
- ✚ High Enforcement Auto Theft Team personnel and the Auto Theft Detectives have advised that while the Crown feels the new legislation will be impactful, the implementation of the new minimum sentencing remains to be seen. Related charges have been laid with successful convictions, but the required multiple consecutive convictions that trigger minimum sentencing have yet to occur.
- ✚ Reported mortgage fraud continues to increase. During the preliminary stage of many of these investigations, a trend of victim non-cooperation and resistance to investigator requests for specific unedited documents is occurring. There appears to be a lack of understanding about Privacy Laws and what needs to be disclosed to the police during these investigations. Specialized Prosecutions has been helpful, however long delays are being created. The Economic Crimes Unit will be adopting a rigid stance and issuing specific deadlines for complainants who do not provide requested documents in a timely fashion.
- ✚ Information has been received that the Province of Alberta will be cutting a portion of the funding to the non-governmental agency "Servants Anonymous" in early 2012. The specific funding in question supports an emergency shelter and resources for sex trade workers in jeopardy that are looking to exit the life-style and/or flee pimps, further victimization and other influences of organized crime. This program has been instrumental in assisting the CPS with multiple vice-related investigations and operations. Efforts will be made to liaise with Servants Anonymous into the 4th quarter to discuss options and strategy aimed at lobbying the government to reconsider its funding decision.
- ✚ Challenges related to *Criminal Code* legislation on human trafficking were reported in the 2nd quarter. During the 3rd quarter, the Acting Staff Sergeant from the Organized Crime Response Unit had the opportunity to meet with the member of parliament responsible for the drafting and institution of the legislation and was advised that solutions are being examined at the Federal level.
- ✚ In 2010, the Civil Forfeiture Unit seized more than \$4.5 million in crime-related assets which indirectly provides funding for programs in areas such as youth at risk and victim assistance. Funding for expansion of this Unit is a priority, therefore the Civil Forfeiture Unit will continue to liaise with the Provincial Director of Civil Forfeiture to identify additional funding sources.
- ✚ Construction to the Police Administration building, the Plus 15 and the LRT platform has created access challenges for youth groups and business visitors to the Calgary Police Interpretive Centre.

Key Performance Measures and Milestones Achieved

CPS Police Officer Strength 3rd Quarter 2011 (as of September 30th)

Year	Authorized Strength ¹	Actual Strength ²	Operational Strength ³			Ratio: Citizen to CPS Employee ⁴	Population of Calgary
			Operational Strength	Difference With Authorized	% of Authorized		
2011	1904	1988.5	1888	-16	99.2%	414	1,090,936
2010	1872	1919	1863.5	-8.5	99.5	420	1,071,515
2009	1808	1878	1768	-40	97.8	437	1,065,455

¹Authorized: Authorized strength is the number of allocated budgeted police officer positions (including recoverable positions).

²Actual: The number of police officer positions filled (hired).

³Operational: The number of police officer positions currently filled, not including members unavailable for duty (Long Term Disability, Leave of Absence, and recruit classes).

⁴The Citizen to CPS Employee Ratio is calculated yearly and remains static. This includes both sworn (police officer) and civilian employees.

Source: Calgary Police Service Finance Division; Population figures: The City of Calgary Civic Census

Key Performance Measures

Indicator	2008	2009	2010
Cost per capita of policing in Calgary	\$271	\$296	\$330
Delivery of 3-yr business plans, budgets & quarterly reports	Yes	Yes	Yes
\$ received from other levels of government	\$26 million	\$31 million	\$38 million
% of unqualified financial statements & opinions provided by external auditor	100%	100%	100%

FINANCIAL SUMMARY

- ✚ As of the end of the 3rd quarter, fine revenue (including red light camera and speed on green) was \$873 thousand favorable. Overtime was over expended by approximately \$1.2 million. \$314 thousand related to additional civilian overtime required to cover staff turnover and short term absences due to illness and additional workload in some areas. \$121 thousand related to recoverable operations. The remainder was mainly due to operational initiatives surrounding organized crime and continued focus on gang activity. Savings in other areas offset this deficit.

✚ Capital projects are ongoing. \$44 million has been spent or committed to the end of September. The majority of expenditures were for the Westwinds facility, the new Automated Fingerprinting System (AFIS), patrol vehicles and equipment.
- ✚ \$3.5 million of capital budget was added for critical upgrades to the Emergency Services Radio System, funded \$2.5 million from the Red Light Camera reserve and \$1 million from the 911 Communications Centre reserve.

✚ The Calgary Police Service Pay-As-You-Go Reserve had a balance of \$2.5 million at January 1st 2011. By September 30th, expenditures of \$394 thousand have been made for equipment. No contributions have been made to date. The remaining balance of \$2.1 million is fully committed.

Key Challenges

- ✚ Overtime is being closely monitored. However, the requirement for overtime and call out is greatly influenced by external factors which by their nature are unpredictable and difficult to manage.

2011 OPERATING BUDGET EXECUTIVE SUMMARY For the 9 months ending September 30, 2011 (\$000's)

	Total Budget	Budget To Date	Actual To Date	Variance To Date	Variance Percent
	(\$000)	(\$000)	(\$000)	(\$000)	%
REVENUE	90,350	73,996	74,181	185	0.3
EXPENDITURE	385,839	287,058	287,243	(185)	(0.1)
NET PROGRAM	295,489	213,062	213,062	0	0.0

2011 CAPITAL BUDGET EXECUTIVE SUMMARY For the 9 months ending September 30, 2011 (\$000's)

	Total Budget	Expenditures to Date	Commitments to Date	Balance Remaining
TOTAL CAPITAL PROGRAMS	59,629	29,430	14,328	15,871