

140 East Town Street / Columbus, Ohio 43215-5164 / Tel. (614) 228-2975 / www.op-f.org

October 12, 2012

Ms. Bethany Rhodes Director Ohio Retirement Study Council 88 East Broad Street Suite 1175 Columbus, OH 43215

RE:

OP&F's Proposed Budgets

Dear Ms. Rhodes:

Please find enclosed the 2013 proposed Administrative Operating, and 2013-2015 Capital budgets for the Ohio Police & Fire Pension Fund (OP&F) in the format agreed upon among the Ohio Retirement Systems and the ORSC.

The proposed budgets are being provided to you in compliance with SB 133. OP&F's Board of Trustees is scheduled to adopt the proposed budgets on December 14, 2012, which is within the sixty days from the date of this correspondence.

Please note that OP&F's individual Board committees have not yet had an opportunity to review or provide input on the proposed budget details and changes may be included in the adopted budget.

OP&F will continue to work with you prior to the official adoption and should the Board of Trustees have any changes, we will communicate those to you and amend the information provided.

Please feel free to contact me if you need additional information or have any questions.

Sincerely,

William J. Estabrook Executive Director

Enclosure:

2013 Proposed Budgets

Ohio Police & Fire Pension Fund (OP&F) FY 2013 PROPOSED BUDGET

Compared to FY 2012 Approved Budget & Estimated Actual Expenses

	 01/13-12/31/13	-	1/01/12-12/31/12		01/01/12-12/31/12 2012 ESTIMATED**		Budget \$	Budget %
Budget Category	 13 PROPOSED BUDGET*	FY 2	012 APPROVED** BUDGET*	FI.	ACTUAL*		Decrease)	Change
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Personnel Services	\$ 12,789,613	\$	12,571,464	\$	12,127,097	\$	218,149	1.7%
Salaries and Wages	9,114,226		8,893,851		8,709,599		220,374	2.5%
OPERS Retirement Contributions	1,275,992		1,245,139		1,175,468		30,854	2.5%
Insurance	2,339,965		2,371,144		2,185,625		(31,179)	-1.3%
Miscellaneous Personnel Expense (Tuition & Other Activities)	59,430		61,330		56,404		(1,900)	-3.1%
Professional Services	\$ 4,441,764	\$	3,726,015	\$	2,938,896	\$	715,749	19.2%
Actuarial	 506,800		510,500		216,981		(3,700)	-0.7%
Audit	102,800		102,800		97,217	1	-	0.0%
Custodial Banking Fees	1,173,048		500,000		458,000		673,048	134.6%
Investment Consulting	1,217,006		1,186,150		1,181,540		30,856	2.6%
Other Consulting (Legal, PR, Health Care, HR & Records)	1,354,510		1,346,165		918,059		8,345	0.6%
Banking Expense	87,600		80,400		67,099		7,200	9.0%
Communications Expense	\$ 569,925	\$	560,590	\$	474,140	\$	9,335	1.7%
Printing and Postage	357,450		353,950		277,042		3,500	1.0%
Telephone	119,500		113,590		106,463	ŀ	5,910	5.2%
Member/Employer Education	8,975		9,050		6,635		(75)	-0.8%
Legislative Consultant	84,000		84,000		84,000		-	0.0%
Other Operating Expense	\$ 1,902,176	\$	1,807,114	\$	1,788,777	\$	95,062	5.3%
Conferences and Education	123,819		116,934		76,981	l	6,885	5.9%
Travel	144,098		150,207		105,485	1	(6,109)	-4.1%
Computer Technology	891,000		836,795		1,051,087		54,205	6.5%
Other Operating (Insurance, Maint., Memberships, Supplies, etc.)	592,059		561,678		404,893		30,381	5.4%
Contingency	100,000		100,000		100,000		-	0.0%
Mandatory Costs (ORSC and TOS Warrant Charges)	51,200		41,500		50,331		9,700	23.4%
Net Building Occupancy Expense	\$ 1,285,100	\$	1,270,560	\$	1,145,068	\$	14,540	1.1%
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Operating Budget	\$ 20,988,578	\$	19,935,743	\$	18,473,977	\$	1,052,835	5.3%
Capital Budget 2013-2015	\$ 3,424,800	\$	3,405,810	\$	1,004,822	\$	18,990	0.6%
Total Operating and Capital Budgets	\$ 24,413,378	\$	23,341,553	\$	19,478,799	\$	1,071,825	4.6%
Total operating and due to extreme rounding	 							

^{*}Figures may not add due to cateogry rounding.
**Includes budget amendments.

Ohio Police & Fire Pension Fund (OP&F) FY 2013-2015 Capital Budget

	PR	FY 2013-2015 OPOSED Budget	AP	FY 2012-2014 PROVED Budget**	Budget \$*	Budget %*	
Budget Category		BUDGET		BUDGET	(Decrease)	Change	
Office Building	\$	417,000	\$	342,050	\$ 74,950	21.9%	
Furniture & Equipment		205,000		90,000	\$ 115,000	127.8%	
Computer Technology		2,802,800		2,973,760	\$ (170,960)	-5.7%	
Telephone Equipment		-		-	\$ -	0.0%	
Automobile	<u> </u>	<u>.</u>			\$ 	0.0%	
Total Capital Budget*	\$	3,424,800	\$	3,405,810	\$ 18,990	0.6%	

^{*}OP&F approves a 3 year capital budget, 2013 expenditures are expected to be \$2,133,800.

^{**}Includes budget amendments.

Ohio Police & Fire Pension Fund (OP&F)

FY 2011-2013 Board of Trustees Expenditures

	F	FY 2013 PROPOSED	% of Total		FY 2012 APPROVED	% of Total		FY 2011 APPROVED	% of Total		FY 12-13 Budget \$ Increase/	Budget %
Budget Category	_	BUDGET	Budget	_	BUDGET*	Budget	L	BUDGET*	Budget		(Decrease)	Change
Trustee Travel	\$	20,220	21.4%		•	21.4%		•	25.6%	l '	-	0.0%
Travel Expense Trustee Registration		45,185 18,975	4 7.7% 20.1%		45,185 18,975	47.8% 20.1%		43,580 9,420	51.8% 11.2%	\$	-	0.0% 0.0%
Dues, Subscriptions & Materials Meeting Expense		2,375 7,730	2.5% 8.2%	1	2,375 7,730	2.5% 8.2%	ı	2,154 7,430	2.6% 8.8%	Ι.		0.0% 0.0%
Total Trustee Budget	\$	94,485	100%	\$	94,485	100%	\$	84,074	100%	\$		0.0%

^{*}Includes budget amendments.

OHIO RETIREMENT SYSTEM BUDGET PRESENTATION TO ORSC Ohio Police & Fire Pension Fund (OP&F)

Schedule of Investment Expenses

	FY 2		 FY 2010 Actual	FY 2009 Actual
Investment Assets Under Management Internally Managed (Commercial Paper)	\$	724,903,190 12,115,521,112	\$ 617,029,526 12,104,244,604	\$ 402,224,300 10,139,423,434
Externally Managed Gross Investment Assets Under Management		12,840,424,302	 12,721,274,130	10,541,647,734
Investment Expenses				
Administrative Costs of Investment Function*		2,832,347	2,823,612	2,846,290
External Investment Management Fees		32,366,539	27,812,308	39,529,096
Investment-Related Professional Consulting**		1,110,675	1,292,421	1,296,457
Brokerage/Commissions & Fees		3,140,369	3,933,612	3,979,789
Custodial Fees**		434,161	1,439,647	1,506,028
Total Investment Expenses	\$	39,884,091	\$ 37,301,600	\$ 49,157,660
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Total Investment Expenses as a % of Total Investment Assets		0.31%	0.29%	0.47%

^{*}Administrative Costs includes OP&F investment staff and an allocation of the Operating Budget

^{**}Items are also contained within the Operating Budget

Ohio Police & Fire Pension Fund (OP&F) Data as of December 31st for each year listed Statistical Information

Description	2013*	2012*	2011	2010	2009	2008
Actual Staff	144	141	141	136	141	146
Authorized Full Time Equivalents (FTE)	144	144	144	144	149	150
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Active Members	28,637	28,354	28,073	28,479	28,927	28,733
Inactive Members	2,741	2,662	2,584	2,477	2,383	2,468
Benefit Recipients (Service, Disability, Survivor)	28,473	27,247	26,074	25,712	25,317	24,878
Re-employed Retirees	166	159	151	141	122	131
TOTAL MEMBERSHIP	60,020	58,422	56,882	56,809	56,749	56,210
# Actives + Benefit Recipients Per Authorized Staff Member	398	387	377	377	365	358
Operating Expense Per Member	\$ 349.70	\$ 341.24	\$ 336.69	\$ 361.21	\$373.99	\$367.21

Employers (Municipalities, Townships, Villages	920 est.	922	917	921	921	923

^{*}Estimated

OHIO RETIREMENT SYSTEM BUDGET PRESENTATION TO ORSC Ohio Police & Fire Pension Fund (OP&F)

FY 11-13 Staff Travel Expense Totals per Full-Time Equivalent (FTE)

Dept	Type of Travel	_	FY2013 Budget	_	FY2012 Budget	FY2011 Budget	FY 2012-2013 Budgeted % Change
Administrati	and the same of th	\$	35,248	\$	33,623	\$ 38,627	4.8%
	# FTES		47		45	46	4.4%
	Travel Expense per FTE	\$	750	\$	747	\$ 840	0.4%
Finance		\$	8,045	\$	8,309	\$ 5,045	-3.2%
	# FTES		22		22	13	0.0%
	Travel Expense per FTE	\$	366	\$	378	\$ 388	-3.2%
Investments		\$	18,820	\$	15,715	\$ 24,300	19.8%
	# FTES		14		15	15	-6.7%
	Travel Expense per FTE	\$	1,344	\$	1,048	\$ 1,620	28.3%
Member Ser	vices	\$	5,475	\$	4,175	\$ 6,560	31.1%
	# FTES		37		38	46	-2.6%
	Travel Expense per FTE	\$	148	\$	110	\$ 143	34.7%
Information	Services	\$	11,105	\$	15,530	\$ 11,105	-28.5%
	# FTES		24		24	24	0.0%
	Travel Expense per FTE	\$	463	\$	647	\$ 463	-28.5%
Total OP&F	Staff	\$	78,693	\$	77,352	\$ 85,637	1.7%
	# FTES		144		144	144	0.0%
	Travel Expense per FTE	\$	546	\$	537	\$ 595	1.7%

OHIO RETIREMENT SYSTEM BUDGET PRESENTATION TO ORSC Ohio Police & Fire Pension Fund (OP&F)

FY11-13 Staff Training (Conference Registration and In-House)

Administration \$ 62,059 \$ 73,374 \$ 87,222 -18.2% Conferences & Seminars \$ 40,519 \$ 58,874 \$ 65,682 -45.3% In-House Training \$ 21,540 \$ 14,500 \$ 21,540 32.7% # FTES 47 45 46 4.3% Training Expense per FTE \$ 1,320 \$ 1,631 \$ 1,896 -23.5%		1 111 15 Staff Training	> (-	8			FY 2012-2013
Administration \$ 62,059 \$ 73,374 \$ 87,222 -18.2% Conferences & Seminars In-House Training \$ 21,540 \$ 14,500 \$ 21,540 32.7% # FTES \$ 147 45 46 4.3% Training Expense per FTE \$ 1,320 \$ 1,631 \$ 1,896 -23.5% Finance \$ 10,135 \$ 10,135 \$ 10,060 0.0% Conferences & Seminars In-House Training Expense per FTE \$ 461 \$ 461 \$ 774 0.0% Finance \$ 3,450 \$ 450 \$ 11,235 87.0% Conferences & Seminars In-House Training Expense per FTE \$ 461 \$ 461 \$ 774 0.0% Investments \$ 3,450 \$ 450 \$ 11,235 87.0% Conferences & Seminars In-House Training Expense per FTE \$ 246 \$ 30 \$ 749 87.8% Member Services \$ 2,200 \$ 2,200 \$ 4,500 0.0% In-House Training \$ - \$ - \$ - 0.0% Training Expense per FTE \$ 246 \$ 30 \$ 749 87.8% Member Services \$ 2,200 \$ 2,200 \$ 4,500 0.0% In-House Training \$ - \$ - \$ - 0.0% Training Expense per FTE \$ 246 \$ 30 \$ 749 87.8% Member Services \$ 2,200 \$ 2,200 \$ 4,500 0.0% In-House Training \$ - \$ - \$ - 0.0% Training Expense per FTE \$ 59 \$ 58 \$ 98 2.6% Information Services \$ 27,000 \$ 27,000 0.0% Conferences & Seminars \$ 27,000 \$ 27,000 0.0% In-House Training \$ - \$ - \$ - 0.0% Training Expense per FTE \$ 1,125 \$ 1,125 \$ 1,125 0.0% Total OP&F Staff \$ 104,844 \$ 113,159 \$ 140,017 -7.9% Conferences & Seminars \$ 83,304 \$ 98,659 \$ 118,477 -18.4% In-House Training \$ 21,540 \$ 14,500 \$ 21,540 32.7% # FTES \$ 144 144 144 0.0%				FY2013		FY2012		FY2011	Budgeted %
Conferences & Seminars	Dept	Type of Training		Budget		Budget		Budget	Change
In-House Training	Administrat	ion	\$	62,059	\$	= 73,374	\$	87,222	-18.2%
# FTES Training Expense per FTE \$ 1,320 \$ 1,631 \$ 1,896 -23.5% Finance S		Conferences & Seminars	\$	40,519	\$	58,874	\$	65,682	-45.3%
Training Expense per FTE 1,320 1,631 1,896 -23.5%		In-House Training	\$	21,540	\$	14,500	\$	21,540	32.7%
Finance Conferences & Seminars \$ 10,135 \$ 10,135 \$ 10,060 0.0% In-House Training \$ - \$ - \$ - 0.0% # FTES 22 22 13 0.0% Training Expense per FTE \$ 461 \$ 461 \$ 774 0.0% Investments Conferences & Seminars \$ 450 \$ 11,235 87.0% In-House Training \$ - \$ - \$ - 0.0% # FTES 14 15 15 -7.1% Training Expense per FTE \$ 246 \$ 30 \$ 749 87.8% Member Services \$ 2,200 \$ 2,200 \$ 4,500 0.0% In-House Training \$ - \$ - \$ - 0.0% # FTES 37 38 46 -2.7% Training Expense per FTE \$ 59 \$ 58 \$ 98 2.6% In-House Training \$ - \$ - \$ - 0.0% # FTES 24 24 24 0.0% Training Expense per FTE \$ 1,125 \$ 1,125 \$ 0.0% Total OP&F Staff \$ 104,844 \$ 113,159 \$ 140,017 -7.9% Conferences & Seminars \$ 33,304 \$ 98,659 \$ 118,477 -18.4% In-House Training \$ 21,540 \$ 14,500 \$ 21,540 32.7% # FTES 144 144 144 144 0.0%		# FTES		47		45		46	4.3%
Conferences & Seminars 10,135 10,135 10,060 0.0% In-House Training \$ - \$ - \$ - 0.0% # FTES 22 22 13 0.0% Training Expense per FTE \$ 461 \$ 461 \$ 774 0.0% Investments \$ 3,450 \$ 450 \$ 11,235 87.0% Conferences & Seminars \$ 450 \$ 450 \$ 11,235 0.0% In-House Training \$ - \$ - \$ - 0.0% # FTES 14 15 15 -7.1% Training Expense per FTE \$ 246 \$ 30 \$ 749 87.8% Member Services \$ 2,200 \$ 2,200 \$ 4,500 0.0% In-House Training \$ - \$ - \$ - 0.0% # FTES 37 38 46 -2.7% Training Expense per FTE \$ 59 \$ 58 \$ 98 2.6% In-House Training \$ - \$ - \$ - 0.0% # FTES \$ 27,000 \$ 27,000 \$ 27,000 0.0% In-House Training \$ - \$ - \$ - 0.0% In-House Training \$ - \$ - \$ - 0.0% # FTES 24 24 24 0.0% Training Expense per FTE \$ 113,159 \$ 140,017 -7.9% Conferences & Seminars \$ 83,304 \$ 98,659 \$ 118,477 -18.4% In-House Training \$ 21,540 \$ 14,500 \$ 21,540 32.7% # FTES 144 144 144 144 0.0%		Training Expense per FTE	\$	1,320	\$	1,631	\$	1,896	-23.5%
Conferences & Seminars 10,135 10,135 10,060 0.0% In-House Training \$ - \$ - \$ - 0.0% # FTES 22 22 13 0.0% Training Expense per FTE \$ 461 \$ 461 \$ 774 0.0% Investments \$ 3,450 \$ 450 \$ 11,235 87.0% Conferences & Seminars \$ 450 \$ 450 \$ 11,235 0.0% In-House Training \$ - \$ - \$ - 0.0% # FTES 14 15 15 -7.1% Training Expense per FTE \$ 246 \$ 30 \$ 749 87.8% Member Services \$ 2,200 \$ 2,200 \$ 4,500 0.0% In-House Training \$ - \$ - \$ - 0.0% # FTES 37 38 46 -2.7% Training Expense per FTE \$ 59 \$ 58 \$ 98 2.6% In-House Training \$ - \$ - \$ - 0.0% # FTES \$ 27,000 \$ 27,000 \$ 27,000 0.0% In-House Training \$ - \$ - \$ - 0.0% In-House Training \$ - \$ - \$ - 0.0% # FTES 24 24 24 0.0% Training Expense per FTE \$ 113,159 \$ 140,017 -7.9% Conferences & Seminars \$ 83,304 \$ 98,659 \$ 118,477 -18.4% In-House Training \$ 21,540 \$ 14,500 \$ 21,540 32.7% # FTES 144 144 144 144 0.0%									
In-House Training	Finance		\$	10,135	\$	10,135	\$	•	0.0%
# FTES		Conferences & Seminars	\$	10,135	\$	10,135	\$	10,060	0.0%
Training Expense per FTE		In-House Training	\$	•	\$	-	\$	-	0.0%
Sample		# FTES		22		22		13	0.0%
Conferences & Seminars \$ 450 \$ 450 \$ 11,235 0.0% In-House Training \$ - \$ - \$ - 0.0% #FTES 14 15 15 -7.1% Training Expense per FTE \$ 246 \$ 30 \$ 749 87.8% Member Services \$ 2,200 \$ 2,200 \$ 4,500 0.0% Conferences & Seminars \$ 2,200 \$ 2,200 \$ 4,500 0.0% In-House Training \$ - \$ - \$ - 0.0% #FTES 37 38 46 -2.7% Training Expense per FTE \$ 59 \$ 58 \$ 98 2.6% Information Services \$ 27,000 \$ 27,000 \$ 27,000 0.0% Conferences & Seminars \$ 27,000 \$ 27,000 \$ 27,000 0.0% In-House Training \$ - \$ - \$ - 0.0% #FTES 24 24 24 0.0% Training Expense per FTE \$ 1,125 \$ 1,125 \$ 1,125 0.0% Total OP&F Staff \$ 104,844 \$ 113,159 \$ 140,017 -7.9% Conferences & Seminars \$ 83,304 \$ 98,659 \$ 118,477 -18.4% In-House Training \$ 21,540 \$ 14,500 \$ 21,540 32.7% #FTES 144 144 144 0.0%		Training Expense per FTE	\$	461	\$	461	\$	774	0.0%
Conferences & Seminars \$ 450 \$ 450 \$ 11,235 0.0% In-House Training \$ - \$ - \$ - 0.0% #FTES 14 15 15 -7.1% Training Expense per FTE \$ 246 \$ 30 \$ 749 87.8% Member Services \$ 2,200 \$ 2,200 \$ 4,500 0.0% Conferences & Seminars \$ 2,200 \$ 2,200 \$ 4,500 0.0% In-House Training \$ - \$ - \$ - 0.0% #FTES 37 38 46 -2.7% Training Expense per FTE \$ 59 \$ 58 \$ 98 2.6% Information Services \$ 27,000 \$ 27,000 \$ 27,000 0.0% Conferences & Seminars \$ 27,000 \$ 27,000 \$ 27,000 0.0% In-House Training \$ - \$ - \$ - 0.0% #FTES 24 24 24 0.0% Training Expense per FTE \$ 1,125 \$ 1,125 \$ 1,125 0.0% Total OP&F Staff \$ 104,844 \$ 113,159 \$ 140,017 -7.9% Conferences & Seminars \$ 83,304 \$ 98,659 \$ 118,477 -18.4% In-House Training \$ 21,540 \$ 14,500 \$ 21,540 32.7% #FTES 144 144 144 0.0%		·-	Φ.	2.450		450	Φ.	11 007	07.00/
In-House Training	Investments	~		•					
# FTES				450		450		11,235	
Member Services \$ 2,200 \$ 2,200 \$ 4,500 \$ 0.0% Conferences & Seminars \$ 2,200 \$ 2,200 \$ 4,500 \$ 0.0% In-House Training \$ - \$ - \$ - 0.0% # FTES 37 38 46 -2.7% Training Expense per FTE \$ 59 \$ 58 \$ 98 2.6% Information Services \$ 27,000 \$ 27,000 \$ 27,000 \$ 0.0% Conferences & Seminars \$ 27,000 \$ 27,000 \$ 27,000 \$ 0.0% In-House Training \$ - \$ - \$ - 0.0% # FTES 24 24 24 0.0% Training Expense per FTE \$ 1,125 \$ 1,125 \$ 1,125 \$ 0.0% Total OP&F Staff \$ 104,844 \$ 113,159 \$ 140,017 -7.9% Conferences & Seminars \$ 83,304 \$ 98,659 \$ 118,477 -18.4% In-House Training \$ 21,540 \$ 14,500 \$ 21,540 32.7% # FTES 144 144 144 0.0%		_	\$	-	\$	-	\$	-	
Member Services			•		•		•		
Conferences & Seminars \$ 2,200 \$ 2,200 \$ 4,500 0.0% In-House Training \$ - \$ - \$ - 0.0%	<u> </u>	Training Expense per FTE	\$	246	\$	30	\$	749	87.8%
Conferences & Seminars \$ 2,200 \$ 2,200 \$ 4,500 0.0% In-House Training \$ - \$ - \$ - 0.0%	Member Ser	vices	\$	2,200	\$	2,200	\$	4,500	0.0%
In-House Training	Wiember Ser			•				•	
# FTES				2,200	-	2,200		-	
Training Expense per FTE \$ 59 \$ 58 \$ 98 2.6% Information Services \$ 27,000 \$ 27,000 \$ 27,000 0.0% Conferences & Seminars \$ 27,000 \$ 27,000 \$ 27,000 0.0% In-House Training - \$ - \$ - 0.0% # FTES 24 24 24 0.0% Training Expense per FTE \$ 1,125 \$ 1,125 \$ 1,125 0.0% Total OP&F Staff \$ 104,844 \$ 113,159 \$ 140,017 -7.9% Conferences & Seminars \$ 83,304 \$ 98,659 \$ 118,477 -18.4% In-House Training \$ 21,540 \$ 14,500 \$ 21,540 32.7% # FTES 144 144 144 144 0.0%		_	Ψ	37	Ψ	38	Ψ	46	
Information Services \$ 27,000 \$ 27,000 \$ 27,000 0.0% Conferences & Seminars \$ 27,000 \$ 27,000 \$ 27,000 0.0% In-House Training \$ - \$ - \$ - 0.0% # FTES 24 24 24 24 0.0% Training Expense per FTE \$ 1,125 \$ 1,125 \$ 1,125 0.0% Total OP&F Staff \$ 104,844 \$ 113,159 \$ 140,017 -7.9% Conferences & Seminars \$ 83,304 \$ 98,659 \$ 118,477 -18.4% In-House Training \$ 21,540 \$ 14,500 \$ 21,540 32.7% # FTES 144 144 144 0.0%			\$		\$		\$		
Conferences & Seminars \$ 27,000 \$ 27,000 \$ 27,000 0.0% In-House Training \$ - \$ - \$ - 0.0% # FTES 24 24 24 24 0.0% Training Expense per FTE \$ 1,125 \$ 1,125 \$ 1,125 0.0% Total OP&F Staff \$ 104,844 \$ 113,159 \$ 140,017 -7.9% Conferences & Seminars \$ 83,304 \$ 98,659 \$ 118,477 -18.4% In-House Training \$ 21,540 \$ 14,500 \$ 21,540 32.7% # FTES 144 144 144 0.0%	<u> </u>								·
In-House Training \$ - \$ - \$ - 0.0% # FTES 24 24 24 0.0% Training Expense per FTE \$ 1,125 \$ 1,125 \$ 1,125 \$ 0.0% Total OP&F Staff \$ 104,844 \$ 113,159 \$ 140,017 -7.9% Conferences & Seminars \$ 83,304 \$ 98,659 \$ 118,477 -18.4% In-House Training \$ 21,540 \$ 14,500 \$ 21,540 32.7% # FTES 144 144 144 0.0%	Information	Services	\$	27,000	\$	27,000	\$	27,000	0.0%
# FTES 24 24 24 0.0% Training Expense per FTE \$ 1,125 \$ 1,125 \$ 1,125 \$ 0.0% Total OP&F Staff \$ 104,844 \$ 113,159 \$ 140,017 -7.9% Conferences & Seminars \$ 83,304 \$ 98,659 \$ 118,477 -18.4% In-House Training \$ 21,540 \$ 14,500 \$ 21,540 32.7% # FTES 144 144 144 0.0%		Conferences & Seminars	\$	27,000	\$	27,000	\$	27,000	0.0%
Training Expense per FTE \$ 1,125 \$ 1,125 \$ 1,125 \$ 0.0% Total OP&F Staff \$ 104,844 \$ 113,159 \$ 140,017 -7.9% Conferences & Seminars \$ 83,304 \$ 98,659 \$ 118,477 -18.4% In-House Training \$ 21,540 \$ 14,500 \$ 21,540 32.7% # FTES 144 144 144 0.0%		In-House Training	\$	-	\$	-	\$	-	0.0%
Total OP&F Staff \$ 104,844 \$ 113,159 \$ 140,017 -7.9% Conferences & Seminars \$ 83,304 \$ 98,659 \$ 118,477 -18.4% In-House Training \$ 21,540 \$ 14,500 \$ 21,540 32.7% # FTES 144 144 144 0.0%		# FTES		24		24		24	0.0%
Conferences & Seminars \$ 83,304 \$ 98,659 \$ 118,477 -18.4% In-House Training \$ 21,540 \$ 14,500 \$ 21,540 32.7% # FTES 144 144 144 0.0%		Training Expense per FTE	\$	1,125	\$	1,125	\$	1,125	0.0%
Conferences & Seminars \$ 83,304 \$ 98,659 \$ 118,477 -18.4% In-House Training \$ 21,540 \$ 14,500 \$ 21,540 32.7% # FTES 144 144 144 0.0%				404044		446 4 80		4.40.04**	# OO /
In-House Training \$ 21,540 \$ 14,500 \$ 21,540 32.7% #FTES 144 144 144 0.0%	Total OP&F			•					
# FTES 144 144 0.0%				·		•		•	
		•	\$	•	\$	•	\$	•	
Training Expense per FTE \$ 728 \$ 786 \$ 972 -7.9%				144		144		144	0.0%
		Training Expense per FTE	\$	728	\$	786	\$	972	-7.9%