

Section 1: BUDGET - HSA OPERATIONS	ACTUAL		BUDGET	HSA OPERATIONS BUDGET				\$ Variance (b-a)	% Variance (b/a)
	2016 (12 months)	2017 YTD (6 months)	2017 Budget (a)	Year 1 2018 (b)	Year 2 2019	Year 3 2020	Total for 3 Years	2018 Budget vs 2017 Budget	2018 Budget vs 2017 Budget
<b>Revenue:</b>									
WorkSafeBC HSA Operations Funding	677,000	420,000	840,000	928,480	990,440	1,040,825	2,959,745	88,480	11%
Interest Revenue	0	0	0	0	1,000	1,000	2,000	0	-
Training/Course Revenue	19,518	36,217	25,000	35,750	48,000	57,000	140,750	10,750	43%
Other Revenue (list individually)	0	579	0	8,850	12,000	15,000	35,850	8,850	-
				0			0	0	-
<b>Total Revenue</b>	<b>696,518</b>	<b>456,796</b>	<b>865,000</b>	<b>973,080</b>	<b>1,051,440</b>	<b>1,113,825</b>	<b>3,138,345</b>	<b>108,080</b>	<b>12%</b>
<b>Compensation Expense:</b>									
Salaries	187,842	132,483	330,000	437,000	511,000	557,500	1,505,500	107,000	32%
Benefits	20,483	14,001	51,700	65,550	76,650	83,625	225,825	13,850	27%
Consultants & Contractors	176,914	109,271	206,000	137,740	130,000	129,000	396,740	-68,260	-33%
<b>Other Expense:</b>									
Accounting & Legal Fees	17,656	11,394	12,000	12,210	13,000	13,100	38,310	210	2%
Advertising & Sponsorships	21,640	3,567	19,000	15,000	15,900	16,100	47,000	-4,000	-21%
Board Expenses	6,591	4,111	13,000	12,500	12,800	12,900	38,200	-500	-4%
Building Maintenance & Repairs	6,657	4,779	8,000	11,000	11,800	12,400	35,200	3,000	38%
Telecommunications & Freight	29,970	21,653	30,000	31,500	39,300	41,300	112,100	1,500	5%
Conference Registration and Meeting Expenses	37,680	31,885	30,000	20,090	24,000	26,200	70,290	-9,910	-33%
Furniture & Equipment	4,966	2,389	4,500	15,000	9,700	10,100	34,800	10,500	233%
Office Supplies	4,564	2,771	3,800	7,500	8,730	9,200	25,430	3,700	97%
Property Taxes & General Insurance	3,564	1,784	7,000	6,500	6,800	6,800	20,100	-500	-7%
Publications & materials	19,703	17,279	26,500	15,790	17,900	19,300	52,990	-10,710	-40%
Rent - Office	44,512	18,741	43,000	92,100	92,100	92,100	276,300	49,100	114%
Technology	50,804	28,851	45,000	60,500	45,260	47,300	153,060	15,500	34%
Training - Staff	990	1,166	2,000	3,000	4,000	4,000	11,000	1,000	50%
Travel	23,507	19,532	23,000	20,400	22,000	22,000	64,400	-2,600	-11%
Miscellaneous	14,739	5,857	10,500	9,700	10,500	10,900	31,100	-800	-8%
<b>Total Expenses</b>	<b>672,782</b>	<b>431,514</b>	<b>865,000</b>	<b>973,080</b>	<b>1,051,440</b>	<b>1,113,825</b>	<b>3,138,345</b>	<b>108,080</b>	<b>12%</b>
<b>Revenue less Expenses</b>	<b>23,736</b>	<b>25,282</b>	<b>0</b>	<b>-0</b>	<b>0</b>	<b>0</b>	<b>-0</b>	<b>-0</b>	<b>-</b>

Note: Any significant expense account (>\$50,000) included in 2018 budget and any significant variances (>20%) should be explained in Section 5 below.

Section 2: RESERVE FUND - HSA OPERATIONS				2016	2017	2018
Opening Balance				136,048	146,050	111,050
Drawdown (-)					(35,000)	
Add Surplus Retained in Reserve Fund				10,002		
Additional Funds Requested						
Ending Balance				146,050	111,050	111,050

Describe the reason(s) for any drawdown of HSA Reserve Fund in the current year

The SafeCare BC Board and WorkSafeBC approved a draw-down of up to \$35,000 of the SafeCare BC Reserve Fund to fund higher-than-anticipated training demand for violence prevention among SafeCare BC members. The rationale for this decision was fully shared with both the SafeCare BC Board and WorkSafeBC at the time of approval.

Section 3: COMPENSATION - HSA OPERATIONS	ACTUAL			HSA OPERATIONS BUDGET		
	2016	2017		Year 1 2018	Year 2 2019	Year 3 2020
<i>List the top ten highest compensated positions, including consultants (who are contracted on an ongoing basis), in the following annual compensation categories:</i>						
1. Number of positions with compensation \$1-\$39,999	1	1.5		1.5		
2. Number of positions with compensation \$40,000-\$79,999	0.5	1		1.5		
3. Number of positions with compensation \$80,000-\$119,999	1	3		3		
4. Number of positions with compensation \$120,000-\$159,999						
5. Number of positions with compensation \$160,000-\$199,999						
6. Number of positions with compensation \$200,000-\$249,999						
7. Number of positions with compensation \$250,000-\$299,999						
8. Number of positions with compensation \$300,000-\$349,999						
9. Number of positions with compensation \$350,000 and over						

**Section 4: EXPENSE ALLOCATION - HSA OPERATIONS**

*a) Describe the method or formula used in the 2018 budget to allocate common expenses and/or overhead expenses shared between HSA operations and COR administration or shared between the organization's head office and HSA operations (e.g., based on staffing FTE or square footage of office)*

SafeCare BC co-shares an office space and back-end administration services with the BC Care Providers Association via a Support Services Agreement (SSA). Costs associated with the SSA are allocated to the following line items: Consultants and Contractors, Accounting and Legal Fees, Advertising and Sponsorship, Board Expenses, Telecommunications, Conferences and Meetings, Building Maintenance and Repairs, Furniture and Equipment, Office Supplies, Property Taxes and General Insurance, Publications and Materials, Technology, and Miscellaneous. New to this allocation is the allocation of Accounting and Legal Fees, as SafeCare BC moves to bring more of its bookkeeping services in-house (versus with an external third-party contractor).

*b) List the expenses and amounts that have been allocated according to method described in (a) and included in the 2018 budget in Section 1.*

The amounts have been allocated as follows: Consultants and Contractors (\$85,000), Accounting and Legal Fees (\$1,000), Advertising and Sponsorship (\$5,900), Board Expenses (\$2,800), Furniture and Equipment (\$9,700), Building Maintenance and Repairs (\$11,800), Conferences and Meetings (\$3,000), Telecommunications (\$38,800), Office Supplies (\$8,730), Property Taxes and General Insurance (\$2,800), Publications and Materials (\$11,900), Technology (\$40,260), and Miscellaneous (\$9,700).

*c) Has the expense allocation method used in the 2018 budget changed from previous year? If it has changed, explain why.*

New to this allocation is the allocation of Accounting and Legal Fees, as SafeCare BC moves to bring more of its bookkeeping services in-house via the SSA.

**Section 5: EXPLANATION OF SIGNIFICANT EXPENSE AMOUNTS, SIGNIFICANT VARIANCES, AND FUNDING INCREASES**

*a) Provide an explanation for the funding increase over the 2017 funding amount, if applicable.*

The funding increase requested for 2017 is driven by the need to increase training and build internal service delivery capacity. Specifically, SafeCare BC is looking to hire additional staff (adding two new FTE positions to support training initiatives and program evaluation) to bring more resource development and training activities in-house (versus contracting out externally - this includes moving to a new office with training rooms to facilitate the delivery of workshops without requiring the rental of external space). In addition, SafeCare BC intends to invest in technological solutions to increase the accessibility of training and educational resources to and improve engagement with non-Metro Vancouver-area members through webinars, web apps, etc.

*b) Provide an explanation for any funding increase over the 2018 funding forecast amount included rates setting, if applicable.*

N/A

*c) Any significant expense account (>\$50,000) included in the 2018 budget , excluding salaries, should be explained here.*

Consultants and Contractors - the majority of the expenses here are attributable to the SSA and the contracted in-house staffing support provided to SafeCare BC by the BC Care Providers. This follows the model established early on with the founding of SafeCare BC, and has proven advantageous in terms of cost-savings and leveraging efficiencies between the two organizations. Technology - as identified in SafeCare BC's 2016 Needs Assessment of the home support sector and member engagement as part of its 3-year strategic planning development process, SafeCare BC will be investing in technological solutions to enhance its engagement and training delivery with non-Metro Vancouver area members and shift workers. Rent - as part of a strategic shift to bring more capacity internally to deliver programs and engage members, SafeCare BC moved offices in cooperation with the BC Care Providers Association. The new space allows for growth in terms of staffing numbers and has an on-site training centre to allow for the in-house delivery of workshops and focus groups, where previously SafeCare BC had been renting or sourcing external space.

*d) Any significant expense account variance (>20%), including salaries, between 2017 budget and 2018 funding request should be explained here.*

Expense variances are attributable to two reasons: building the internal capacity of SafeCare BC to deliver training and programs, and to support the organization's administration (versus contracting out); and, increasing the breadth, reach, and amount of training and engagement initiatives. This will be achieved via the hiring of new staff, reorganizing the SSA to provide more in-house support and infrastructure (e.g. in-house print capabilities, which offers significant cost-savings), investing in IT infrastructure to support remote training / engagement, and moving to a new, larger office space (took place in September 2017) with the capacity to conduct in-house training and house new staff. The following line items are impacted: Salaries (increase), Consultants and Contractors (decrease), Building Maintenance and Repairs (increase), Conference Registration and Meeting Expenses (decrease), Furniture and Equipment (increase), Office Supplies (increase), Publications and Materials (decrease), Rent (increase), Technology (increase), and Training - Staff (increase). Advertising and Sponsorships will see a slight decrease, owing to increased direct engagement activities planned for 2018 with members through SafeCare BC training opportunities and outreach initiatives.

**Section 6: APPROVAL**

Approved by Organization Board Chair: \_\_\_\_\_ (signature) \_\_\_\_\_ (name)

Date Approved: \_\_\_\_\_