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# BEYOND THE CALL

VANCOUVER POLICE DEPARTMENT | ANNUAL REPORT 2010



## VANCOUVER POLICE PROMISE TRANSPARENCY AND THOROUGHNESS IN LENGTHY RIOT INVESTIGATION

*“Our aim is to produce the highest number of convictions with the most severe penalties.”*

**WHILE I NORMALLY CONCENTRATE ON A RECAP** of last year’s events and an update on crime stats in this report, I think that as a result of the devastating riot on June 15 you would rather hear more about what we are doing to get the rioters behind bars. It has been just over two months since our city was victimized by hundreds of thugs and rioters and no one is more frustrated than I am that every last one of them is not before the courts or in prison as I write this.

Even a small, simple investigation can take weeks or longer to complete. This is the largest investigation ever conducted in Vancouver and possibly in Canada. It will take months before all the evidence is processed and we are ready to make arrests.

In the meantime, I am committed to keeping you informed of our progress. It is highly unusual for a police department to share with the public the progress it is making in any investigation, but it is our intention to do just that.

What you see on the front page of this report is a start. These are ten people that we would like to interview. On our web pages at [vpd.ca](http://vpd.ca), you will find 140 new suspects whom we are seeking, along with a running tally on the following statistics.

Our 50-person investigative team, the Integrated Riot Investigation Team (IRIT), has identified 259 separate criminal events so far, which is an increase of 26 per cent since last month. Please keep in mind that each of these events could have as many as 300 individuals involved, such as the looting of London Drugs.

The number of identified suspects has climbed by 15 per cent to 268.

IRIT have assigned 745 tasks, a number that is up 116 per cent since July.

They are investigating 392 Crime Stoppers tips and 160 tips that were left on voice mail. A total of 41 people have turned themselves in so far.

IRIT will be working with the Law Enforcement & Emergency Services Video Association (LEVA) to go over footage of the riot at the National Digital Multimedia Evidence Processing Lab at the University of Indianapolis.

They have the physical resources there to allow our investigators to analyze the more than 1600 hours of riot footage in weeks, rather than the estimated two years it would take us to do this by ourselves.

Even though we acknowledge the frustration of those who wish these suspects were already in jail, and we hear and share your frustration, there are many reasons why we must proceed at this pace.

I promise you, the wait will be worth it.

Our diligence and thoroughness will ensure that we lay the highest number of charges and obtain the greatest number of convictions with the most severe penalties.

If you are in favour of speed, you are in favour of people getting off scot-free or with lighter sentences.

If we rush cases to court, we risk losing them by being ineffective and inefficient. We must make sure that before we recommend a charge to Crown we give them the best possible evidence to obtain a conviction and an appropriate penalty. That in itself is a task complicated in so many ways.

Some people have been brought in by their parents when there is actually no evidence that we can identify that they committed a criminal act.

Other people have confessed to a small offence when detailed examination of many video sources indicates they are also involved in more serious crimes.

Rushing these people into court without a full examination of all the evidence would produce weak cases with acquittals, bad case law and little or no penalties. None of us wants that.

The riot following game 7 of the Stanley Cup final is a day we will always remember for its violence, idiotic behaviour and punks who disgraced us all. But at the VPD, we will also remember it as the beginning of an outpouring of public support unlike anything we had seen before.

*continued on page 2*

## HELP IDENTIFY VANCOUVER RIOT SUSPECTS



The images show a cross section of people allegedly committing criminal acts such as break and enter, theft, assault, and mischief, in different locations in the downtown core on the night of the riot. If you recognize anyone in these images, please contact the VPD at 604.717.9999, e-mail [riot@vpd.ca](mailto:riot@vpd.ca) or visit [riot2011.vpd.ca](http://riot2011.vpd.ca).





*continued from page 1*

To the thousands of you who sent e-mails, cards, and letters or left Post-it notes on one particular police car or sent gifts, baked goods and well wishes to the station, or those of you like Canuck Henrik Sedin or entertainer Michael Bublé who toured the station to meet and thank people in person, and those, of course, who took out paid advertising to express their support, I say, thank you for that. You have touched us all at the VPD.

In the end, we hope that the riot is a rare and never-to-be-repeated distraction from our main focus, which is lowering the crime rate to levels that will ultimately make Vancouver Canada's safest major city.

I can tell you today, as I have been able to do without exception for the past few years, that the crime rate continues to fall.

The crime rate for all incidents for all of 2010 compared to all incidents reported in 2009 is down 7 per cent.

That includes an almost 6 per cent reduction in violent crime, a further 8.2 per cent reduction in property crime and a more than 6.5 per cent reduction in drug crime. You will find further details of these statistics on the last page of this report.



*Police cruiser covered with messages of support left by the public.*

I am also very pleased to tell you that the traffic statistics indicate that our streets are becoming safer. Fatalities dropped from 16 in 2009 to nine in 2010, a reduction of 45 per cent.

As always, it is not all good news. We saw a 4.7 per cent increase in sexual assaults and reported cases of fraud were up more than 12 per cent. Despite overall positive traffic enforcement statistics, cases of dangerous operation of a motor vehicle were up more than 16 per cent.

We still have a long way to go to achieve our vision. Property crime remains at unacceptably high levels compared to other major cities and violent crime is a major concern.

My commitment to you is that the men and women of the VPD, sworn and civilian, will continue to do their best to go Beyond the Call to deliver the kind of service that will keep you safe. And I know now more than ever how much you appreciate and support those efforts.

To all our members and to all our residents, I can only add, "Thank you for that."

**JIM CHU**  
CHIEF CONSTABLE  
VANCOUVER POLICE DEPARTMENT

## OFFICERS AND SUSPECT SURVIVE DEADLY "HIGH NOON" STANDOFF

**WHEN A POLICE OFFICER** is staring down the barrel of a gun, he or she has to make an instant life or death decision whether to fire their own weapon or wait. On the evening of September 30, 2010, fingers were on the triggers of three guns while three lives hung in the balance.

It all started just minutes earlier when armed bandits stormed Montecristo Jewellers at Oakridge Centre. They fired their weapons in the mall and sprayed bear spray, causing shoppers to run for the exits in a panic.

Constable Jason Ballard was on duty outside the mall when he saw the running shoppers and heard the shots. He had been waiting for Constables Ben Hadson and Paul Bennett, who were arresting a shoplifter. The two officers quickly ran to the robbery scene with guns drawn, but were forced back by bear spray in the air.

One of the suspects had fled into a mall department store. Constable Ballard, now joined by Constables Andrew De Sousa and Sergeant Wayne Windrim, cleared the store aisle

by aisle, but the suspect had run out into the parking lot and directly into the path of Constables Greig Vandenberg and Jasprit Shahi.

He squared off into a combat shooting stance and pointed his gun at the officers who were just five metres away. The officers drew their firearms. The suspect pointed his weapon at Constable Shahi, who told him to drop it.

"As I drew down on him, I was about to pull the trigger and then I saw something was wrong," said Constable Shahi. "He was lowering his weapon as if he wasn't sure what to do."

He then swung it over to point at Constable Vandenberg. For any one of the three people gripped in this tense standoff, death was a trigger pull away.

"I could see that he was trying to kill me," said Constable Vandenberg. "All my training kicked in and I made the decision to fire as soon as I saw the gun."

"My finger was pulling back on the trigger and I was just coming up on him when I saw that his hands were empty."

As the officers were about to fire, the suspect threw his gun to the ground and surrendered. No one would die today. What the two officers had no way of knowing at the time was that the suspect had fired his gun but it had jammed.

"That must have been why he lowered his gun at that moment," said Constable Shahi. "It was a move that saved his life."

Subsequent investigation would result in the arrest of all three suspects involved in the robbery.

For their bravery, restraint and professionalism in the face of imminent danger, Constables Greig Vandenberg and Jasprit Shahi were awarded the Chief Constable's Citation, and for their quick and decisive actions, Sergeant Wayne Windrim and Constables Jason Ballard, Andrew De Sousa and Paul Bennett were awarded the Chief Constable's Unit Citation. ❖



*Constables Greig Vandenberg and Jasprit Shahi.*

“AS I DREW DOWN ON HIM, I WAS ABOUT TO PULL THE TRIGGER AND THEN I SAW SOMETHING WAS WRONG.”

“MY FINGER WAS PULLING BACK ON THE TRIGGER AND I WAS JUST COMING UP ON HIM WHEN I SAW THAT HIS HANDS WERE EMPTY.”

# POLICE TEAM SAVES CHILD FROM MAN WHO ABDUCTS AND CUTS HIM

“I GRABBED ONTO THE CHILD AND RIPPED HIM FROM HIS GRASP. I THEN RUSHED THE MAN AND VIOLENTLY PUSHED HIM TO THE GROUND.”



*Constables Andrew Chan and Kevin Bernardin, Inspector Tony Zanatta and Constable Cam Hemphill.*

**THERE ARE FEW POLICE INCIDENTS** more emotional and terrifying than the abduction at knife-point of a young child by a suicidal mentally disturbed person.

About 6 p.m. on the night of November 23, 2010, at the Ray-Cam Community Centre, a man armed with a knife and a razor blade snatched a three year old boy from the arms of his mother and barricaded himself and the child in a washroom.

Unknown to the police at that time, they were dealing with a man who had suicidal tendencies and a history of violence. When they arrived at the community centre, the man told them to stay back as he was going to slit the boy's throat. This would begin a standoff that would last for eight hours as more police resources arrived and negotiations began.

His demands were erratic and often didn't make sense, leading police to fear he was psychotic. With every demand he threatened to hurt the child. He talked about "sacrificing the child" or "severing the child's fingers." Three hours into the incident, food was delivered by a robot. Eight hours in, things quickly turned from bad to terrifying. The man cut a gash into the boy's face. Ten seconds later, police crashed through the door of the washroom.

Constable Wade Rodrigue led a four-man team into the washroom where he ripped the child from the man's grasp, handed him back to another team member and forced the abductor to the ground.



“YOU COULD NOT SEE YOUR HAND IN FRONT OF YOUR FACE.”

"I kicked open the closed door and saw him holding the hostage. I grabbed onto the child and ripped him from his grasp. I then rushed the man and violently pushed him to the ground. I was pointing my sidearm at him, giving him clear commands to surrender as he struggled with me. I struck him several times in the face and head as I wasn't sure where the knife was or if the child had been safely evacuated," Constable Rodrigue wrote in his report.

The child was rushed to hospital for immediate surgery. The man was charged with attempted murder.

Throughout the very tense eight hours, police, under the command of Inspector Tony Zanatta, acted with professionalism, sound judgment and skill. Inspector Zanatta

was awarded the Chief Constable's Commendation and the following members from the entry team were awarded the Chief Constable's Unit Citation: Constables Wade Rodrigue, Richard Lee, Christian Galbraith and Peter Da Silva. Other members of the negotiating and Emergency Response Team also awarded the Chief Constable's Unit Citation include Sergeants Mark Andrews, Trevor Herrmann, Fiona Wilson-Bates and Phil Chambers, Detective Constables Kalpesh Patel and Gary Hiar, and Constables Cinda Michael, Victoria Bryan, Andrew Ramage, Kevin Bernardin, Thomas Callaghan, Lene Jensen, Andrew Chan, Francis Aquino, Shawn Bollivar, Brent Derksen, Charles Gormley, Michael Laurin, Peter Swan, Donald Chapman, John Filippelli, Cam Hemphill and civilians Sandy Jaremchuk, Ivy Vuu, Laura Bevacqua, Twyla Will and Georgia Nemetz. ❖

## DARING RESCUE SAVES LIVES AS POLICE STORM BURNING BUILDING

**THERE IS NO MORE CLASSIC DEFINITION** of bravery than the willingness to run into a burning building, putting your life at risk in order to save the lives of others.

In the early evening hours of April 12, 2011, Constables Shawn Dupuis and Curtis Todd were on an assignment when a neighbour frantically approached them saying a nearby house was on fire. Without hesitation, the officers ran to the house where they could see thick smoke billowing from the rooftop.

Fearing that there were people inside, they rushed in. Constable Todd took the main floor where he found a mother and child oblivious to what was going on. He also found two other children and an adult.

"The five were not panicking, but seemed entirely unfazed by the serious situation at hand," said Constable Todd.

He got them all out of the house safely then went back in to help his partner.

He located Constable Dupuis on the second floor, engulfed in smoke so thick that any visibility was impossible. The only way to communicate was to yell through the smoke.

"You could not see your hand in front of your face," said Constable Todd.

In the suffocating haze, he could hear his partner trying to get the upstairs tenant to leave. The tenant had grabbed a kitchen sink water sprayer and was trying to fight the flames. Sprinklers were going full blast and water was flowing everywhere as the officers forced the man to leave. They then cleared the house room by room before they finally got out.

"We were crawling on the upstairs floor because of the smoke, which was actually flowing down the stairs," said Constable Dupuis.

"The smoke was so thick and black that if someone was a few feet away you would not see them."

Firefighters soon arrived and extinguished the blaze.

"Other than the officer receiving smoke inhalation, no one was hurt in the fire and quite possibly his early intervention helped avoid a more serious incident with much larger consequences in terms of injuries to the occupants and dollar loss to the home," said Captain Ray Bryant of the Vancouver Fire and Rescue Services.

For their selfless efforts and brave actions that saved numerous people from serious injury or worse, while putting their own lives at risk, Constables Shawn Dupuis and Curtis Todd were awarded the Vancouver Police Department's highest award for bravery, the Award of Valour. ❖

## UNDERCOVER COP DUPES THIEVES AND BURGLARS IN MASSIVE STING

**IF THERE IS A SCOURGE ON VANCOUVER**, it is most likely the result of drug addicts and other criminals who break into thousands of city homes and cars each year to finance their habits. In 2009, a special VPD project was launched to identify these crooks, get them into jail and return people's property.

It was called Project Larceny.

An undercover police officer posed as a fence loitering on the streets of the Downtown Eastside. For days, his only company was provided by drug dealers, users and other fences. He gained street cred with active criminals by buying their stolen goods and having conversations with them. These conversations and the property they sold would later give Crown Counsel the evidence it needed to charge them.

The project resulted in 31 arrests with 76 charges ranging from possession of stolen property to bank robbery and

fraud. In almost half of the cases the investigators were able to return property to victims.

Project Larceny sent a message to every offender that they might be selling their property to an undercover police officer. It also sent a message to the public not to buy stolen property from open-air markets.

For their innovative and dedicated police work, the following members were awarded the Chief Constable's Unit Citation: Inspector Les Yeo, Staff Sergeant Randy Regush, Sergeants Roy Bertolo, David Van Patten and Brad Picard, Constables Ryan Masales, Peter Alfred, Francisco Miguel, Stephen Fraser, Kal Bowyer, Helder Confeiteiro, Peter Froh, Sean Ward, Mark Dureau, Scott Fincham, Jeff Silzer, Kevin Torvik, Kelly Risebrough, Carter Niddrie, Anil Singh, Michael Griffin, Shaif Manji, Grant Winterburn, Alen Ivezic, Ryan Diguangco, David Swanson, Jennifer Kwok, Mark Lobel and Gordon Priest. ❖







FROM LEFT TO RIGHT: MARY COLLINS, JASON McLEAN, PATTI MARFLEET, GREGOR ROBERTSON, GLENN WONG, SHERYL WILLIAMSON, WADE GRANT.

## WHAT IS THE VANCOUVER POLICE BOARD?

The Vancouver Police Board is the governing body for the Vancouver Police Department (VPD). It provides civilian governance and oversight of policing:

- it sets policy and direction for the Vancouver Police Department, including strategic planning
- it provides oversight of the Department's finances
- it employs the Department's police officers and civilian staff
- it receives and acts on complaints made about the Department's services and policies

### RECENT HIGHLIGHTS OF THE BOARD'S WORK:

**STRATEGIC PLANNING:** The Police Board sets the VPD's strategic goals and then monitors its progress in meeting them. As well as briefings and updates given at public Board meetings, the Board receives regular reports on key performance indicators and progress on the VPD's annual business plans. In 2010 the Board and Department began preliminary work on the 2012-2016 Strategic Plan.

**PLANNING FOR THE 2010 OLYMPIC AND PARALYMPIC GAMES:** Vancouver's hosting of the 2010 Olympic and Paralympic Games was one of the greatest events in VPD history. Over the years and months leading up to the Games, the Police Board oversaw the VPD's efforts to respond to the logistical, financial and security challenges presented by the Games. These efforts paid off with an incredibly successful Games, enjoyed by VPD members, Board members and the public alike.

**POLICY OVERSIGHT:** The Police Board approves all amendments to the VPD's *Regulations and Procedures Manual* (published at [www.vpd.ca](http://www.vpd.ca)). In 2009 and 2010 the Board approved changes to the VPD's policies on subject, including arrests under the *Mental Health Act*; seizure of photographic equipment; clandestine drug laboratories; extreme weather assistance; searches of detained persons; vehicle impounding; disaster procedures; hosting conferences; kidnapping and extortion; and donations to the VPD. The Board also received briefings on topics including policies and statistics on TASER use and the use of force; gangs; homelessness; mental health issues; the VPD's annual public survey; and serving the deaf and hard-of-hearing communities.

In 2009 and 2010, the Board received nine **complaints** about the services or policies of the VPD. The outcomes of the Board's work on these complaints included:

- an examination of the procedures applying to the use of restraint devices on prisoners in VPD custody
- the creation of policy to guide police officers on the issue of seizure of still and video cameras that could contain evidence of a crime
- recommendations to reduce errors in police databases
- the implementation of new procedures to ensure that inaccuracies in traffic violation tickets and drivers' records are corrected within a reasonable time

### BOARD MEETINGS AND COMMITTEES

The Vancouver Police Board meets monthly. Much of its business is conducted in public, and members of the public can attend the meetings, address the Board as a delegation, and ask questions. The Board publishes its meeting agendas and minutes online. The agendas of *in camera* (private) meetings are also posted online, together with the reason for each item being held *in camera* and a list of the decisions taken.

**THE FINANCE STANDING COMMITTEE** leads the Board's oversight and control of the Police Department's budget. The Committee receives regular financial variance reports and budget projections, and reviews all proposals with financial implications before they are considered by the Board.

In 2009 and 2010 the Board received and responded to four requests for access to records under Freedom of Information legislation, with the advice of the **FOI STANDING COMMITTEE**.

**THE GOVERNANCE STANDING COMMITTEE** oversees the Board's annual Board effectiveness evaluation, which now includes a peer evaluation component. The Committee also ensures that all Board members were aware of the Board's code of conduct and conflict of interest guidelines. It provided guidance to the Board on how it should evaluate proposals for shared services with the City of Vancouver without compromising the Board's role as an independent employer.

**THE HUMAN RESOURCES AND COMPENSATION STANDING COMMITTEE** leads annual evaluations of the Chief Constable's performance and advises the Board on labour matters and succession planning.

For more information and contact details, please visit the Board's website at [www.vancouverpoliceboard.ca](http://www.vancouverpoliceboard.ca)

## RECRUITING EARLY

Constables Caroline McCullough and Nicole Roberts know kids love stickers, especially a police crest sticker.



## CRIMINAL CODE OFFENCES

	2009		2010		% CHANGE* (CRIME RATE)
	2009	2010 <sup>1</sup>	CRIME RATE /1,000 POP	CRIME RATE /1,000 POP	
<b>VIOLENT CRIME</b>	<b>6,966</b>	<b>6,704</b>	<b>11.1</b>	<b>10.4</b>	<b>-5.9%</b>
Culpable Homicide	19	9	0.0	0.0	-53.7%
Attempted Murder	18	10	0.0	0.0	-45.7%
Sexual Offences	512	548	0.8	0.9	4.7%
Assaults	5,102	5,060	8.1	7.9	-3.0%
Abduction	6	3	0.0	0.0	-
Robbery	1,309	1,074	2.1	1.7	-19.8%

	2009	2010	2009	2010	% CHANGE
<b>PROPERTY CRIME</b>	<b>36,999</b>	<b>34,715</b>	<b>58.9</b>	<b>54.0</b>	<b>-8.2%</b>
Break & Enter	5,441	4,949	8.7	7.7	-11.1%
Theft of Vehicle	1,919	1,529	3.1	2.4	-22.1%
Theft from Auto	10,171	8,701	16.2	13.5	-16.3%
Theft (Over/Under \$5K)	11,324	11,216	18.0	17.4	-3.1%
Have Stolen Goods	1,182	983	1.9	1.5	-18.7%
Fraud	2,215	2,546	3.5	4.0	12.4%
Arson	205	196	0.3	0.3	-6.5%
Mischief (Over/Under \$5K)	4,542	4,595	7.2	7.1	-1.1%

	2009	2010	2009	2010	% CHANGE
<b>OTHER CRIME</b>	<b>11,377</b>	<b>11,317</b>	<b>18.1</b>	<b>17.6</b>	<b>-2.7%</b>
Prostitution	116	95	0.2	0.1	-19.9%
Gaming and Betting <sup>2</sup>	2	5	0.0	0.0	-
Offensive Weapons	1,313	1,081	2.1	1.7	-19.5%
Other Criminal Code	9,946	10,136	15.8	15.8	-0.3%

	2009	2010	2009	2010	% CHANGE
<b>DRUGS</b>	<b>3,641</b>	<b>3,478</b>	<b>5.8</b>	<b>5.4</b>	<b>-6.6%</b>
Heroin	474	375	0.8	0.6	-22.6%
Cocaine	1,670	1,440	2.7	2.2	-15.7%
Cannabis	1,326	1,470	2.1	2.3	8.4%
Other Drugs	171	193	0.3	0.3	10.4%

	2009	2010	2009	2010	% CHANGE
<b>TRAFFIC ENFORCEMENT</b>	<b>2,533</b>	<b>1,915</b>	<b>4.0</b>	<b>3.0</b>	<b>-26.1%</b>
Dangerous Operation of MV	26	31	0.0	0.0	16.6%
Impaired Operation of MV	2,160	1,558	3.4	2.4	-29.5%
Fail/Refuse Breath/Blood Sample	171	165	0.3	0.3	-5.6%
Fail to Stop/Remain at Scene	99	113	0.2	0.2	11.6%
Driving while Prohibited	77	48	0.1	0.1	-39.0%

	2009	2010	2009	2010	% CHANGE
<b>TRAFFIC ACCIDENTS</b>	<b>3,568</b>	<b>3,787</b>	<b>5.7</b>	<b>5.9</b>	<b>3.8%</b>
MV - Fatal	16	9	0.0	0.0	-45.0%
MV - Non Fatal	1,273	1,323	2.0	2.1	1.6%
Property Damage	2,279	2,455	3.6	3.8	5.3%

	2009	2010	2009	2010	% CHANGE
<b>TOTAL INCIDENTS</b>	<b>65,084</b>	<b>61,916</b>	<b>103.5</b>	<b>96.3</b>	<b>-7.0%</b>

	2009	2010	2009	2010	% CHANGE
<b>CALLS FOR SERVICE</b>	<b>229,394</b>	<b>222,046</b>	<b>3.2</b>	<b>3.1</b>	<b>-2.2%</b>
Total	229,394	222,046	364.9	345.4	-5.3%
Dispatched	170,412	165,409	271.1	257.3	-5.1%
% Dispatched	74.3%	74.5%			0.3%
Population <sup>3</sup>	628,654	642,843			2.3%

<sup>1</sup> 2009 & 2010 data run on 2011/07/19

<sup>2</sup> Rate Change not presented for counts less than or equal to five

<sup>3</sup> Source: BC Stats as of 2011/07/19

These statistics are produced using the "all offence scoring method."

Note: Small baseline offence numbers make large percentage changes.

Numbers are subject to change due to ongoing investigations or reclassifications of incidents.

For more information on our data disclaimers and limitations, please refer to <http://vancouver.ca/police/Planning/info.htm>.

\*The crime rate figures are rounded to the nearest decimal, while the % change in crime rate calculations are derived from original calculations which have not been rounded off.

## FINANCIAL RESULTS

(FOR THE YEAR ENDED DECEMBER 31)

	2009	2010	% CHANGE
<b>AUTHORIZED STRENGTH</b>			
VPD Sworn Members	1,327	1,327	0%
VPD Civilian Members	388.5	388.5	0%
<b>TOTAL POSITIONS</b>	<b>1,715.5</b>	<b>1,715.5</b>	<b>0%</b>

	2009 (\$1,000)	2010 (\$1,000)	% CHANGE
<b>STAFFING</b>			
Salaries & Benefits	\$163,437	\$168,682	
Uniforms & Related Equipment	\$4,478	\$3,435	
Training	\$1,477	\$1,452	
<b>TOTAL STAFFING</b>	<b>\$169,392</b>	<b>\$173,569</b>	<b>2%</b>

	2009	2010	% CHANGE
<b>OPERATING COSTS</b>			
Building & Facilities	\$5,622	\$5,368	
Fleet	\$8,071	\$7,951	
Criminal Investigations	\$3,941	\$3,099	
Legal & Consulting	\$637	\$592	
Equipment	\$2,881	\$2,946	
Administrative & Overhead Costs	\$7,995	\$7,490	
Reserve Adjustments	(\$1,409)	(\$259)	
<b>TOTAL OPERATING COSTS</b>	<b>\$27,738</b>	<b>\$27,186</b>	<b>-2%</b>

	2009	2010	% CHANGE
<b>REVENUES</b>	<b>(\$2,396)</b>	<b>(\$2,545)</b>	
<b>NET EXPENDITURE</b>	<b>\$194,735</b>	<b>\$198,210</b>	<b>2%</b>