



## Military Grievances External Review Committee Statement of Management Responsibility Including Internal Control over Financial Reporting

Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2019, and all information contained in these financial statements rests with the management of the Military Grievances External Review Committee (Committee). These financial statements have been prepared by management using the Government of Canada's accounting policies, which are based on Canadian public sector accounting standards.

Management is responsible for the integrity and objectivity of the information in these financial statements. Some of the information in the financial statements is based on management's best estimates and judgment, and gives due consideration to materiality. To fulfill its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the Committee's financial transactions. Financial information submitted in the preparation of the Public Accounts of Canada, and included in the Committee's *Departmental Results Report*, is consistent with these financial statements.

Management is also responsible for maintaining an effective system of internal control over financial reporting (ICFR) designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are properly authorized and recorded in accordance with the *Financial Administration Act* and other applicable legislation, regulations, authorities and policies.

Management seeks to ensure the objectivity and integrity of data in its financial statements through careful selection, training, and development of qualified staff; through organizational arrangements that provide appropriate divisions of responsibility; through communication programs aimed at ensuring that regulations, policies, standards, and managerial authorities are understood throughout the Committee and through conducting an annual risk-based assessment of the effectiveness of the system of ICFR.

The system of ICFR is designed to mitigate risks to a reasonable level based on an on-going process to identify key risks, to assess effectiveness of associated key controls, and to make any necessary adjustments.

The Committee is subject to periodic Core Control Audits performed by the Office of the Comptroller General and uses the results of such audits to comply with the Treasury Board *Policy on Financial Management*.

A Core Control Audit was performed in 2015-2016 by the Office of the Comptroller General of Canada (OCG). The Audit Report and related Management Action Plan are posted on the Committee's web site at <https://www.canada.ca/en/military-grievances-external-review/corporate/financial-statements-quarterly-financial-reports.html>

The financial statements of the Committee have not been audited.

Christine Guérette, CPA, CGA  
Chairperson and Chief Executive Officer  
Ottawa, Canada  
July 15, 2019

Jean-François Poirier, CPA, CGA  
Chief Financial Officer  
Ottawa, Canada  
July 15, 2019



**Military Grievances External Review Committee**  
**Statement of Financial Position (Unaudited)**  
**As at March 31**

(in dollars)

	<u>2019</u>	<u>2018</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities (note 4)	\$585,962	\$530,883
Vacation pay and compensatory leave	194,785	137,187
Employee future benefits (note 5)	100,438	144,818
<b>Total net liabilities</b>	<b>881,185</b>	<b>812,888</b>
<b>Financial assets</b>		
Due from Consolidated Revenue Fund	567,804	524,246
Accounts receivable and advances (note 6)	21,613	38,196
<b>Total net financial assets</b>	<b>589,417</b>	<b>562,442</b>
<b>Departmental net debt</b>	<b>291,768</b>	<b>250,446</b>
<b>Non-financial assets</b>		
Prepaid expenses	0	1,931
Tangible capital assets (note 7)	1,004,826	966,704
<b>Total non-financial assets</b>	<b>1,004,826</b>	<b>968,635</b>
<b>Departmental net financial position</b>	<b>\$713,058</b>	<b>\$718,189</b>

Contractual obligations (note 8)

The accompanying notes form an integral part of these financial statements.

Christine Guérette, CPA, CGA  
Chairperson and Chief Executive Officer  
Ottawa, Canada  
July 15, 2019

Jean-François Poirier, CPA, CGA  
Chief Financial Officer  
Ottawa, Canada  
July 15, 2019



**Military Grievances External Review Committee**  
**Statement of Operations and Departmental Net Financial Position (*Unaudited*)**  
**For the Year Ended March 31**

(in dollars)

	2019 Planned Results	2019	2018
<b>Expenses</b>			
Independent Review of Military Grievances	\$4,877,000	\$4,337,008	\$4,123,471
Internal Services	2,295,000	2,336,438	1,864,917
<b>Total expenses</b>	<b>7,172,000</b>	<b>6,673,446</b>	<b>5,988,388</b>
<b>Revenues</b>			
Miscellaneous revenues	0	214	816
<b>Total revenues</b>	<b>0</b>	<b>214</b>	<b>816</b>
<b>Net cost of operations before government funding and transfers</b>	<b>7,172,000</b>	<b>6,673,232</b>	<b>5,987,572</b>
<b>Government funding and transfers</b>			
Net cash provided by Government of Canada		6,259,715	6,647,505
Change in due from Consolidated Revenue Fund		43,558	(6,951)
Services provided without charge by other government departments (note 9)		361,167	354,932
Transfer of salary overpayments from other government departments		3,661	0
<b>Net cost of operations after government funding and transfers</b>		<b>5,131</b>	<b>(1,007,914)</b>
<b>Departmental net financial position - Beginning of year</b>		<b>718,189</b>	<b>(289,725)</b>
<b>Departmental net financial position - End of year</b>		<b>\$713,058</b>	<b>\$718,189</b>

Segmented Information (note 10)

The accompanying notes form an integral part of these financial statements.



**Military Grievances External Review Committee**  
**Statement of Change in Departmental Net Debt (*Unaudited*)**  
**For the Year Ended March 31**

(in dollars)

	<u>2019</u>	<u>2018</u>
<b>Net cost of operations after government funding and transfers</b>	<b>\$5,131</b>	<b>\$(1,007,914)</b>
<b>Change due to tangible capital assets</b>		
Acquisition of tangible capital assets	169,195	939,039
Amortization of tangible capital assets	(129,594)	(45,603)
Proceeds from disposal of tangible capital assets	0	(309)
Net (loss) or gain on disposal of tangible capital assets	(1,479)	(2,710)
<b>Total change due to tangible capital assets</b>	<b>38,122</b>	<b>890,417</b>
<b>Change due to prepaid expenses</b>	<b>(1,931)</b>	<b>1,931</b>
<b>Net increase (decrease) in departmental net debt</b>	<b>41,322</b>	<b>(115,566)</b>
<b>Departmental net debt - Beginning of year</b>	<b>250,446</b>	<b>366,012</b>
<b>Departmental net debt - End of year</b>	<b>\$291,768</b>	<b>\$250,446</b>

The accompanying notes form an integral part of these financial statements.



**Military Grievances External Review Committee**  
**Statement of Cash Flows (Unaudited)**  
**For the Year Ended March 31**

(in dollars)

	<u>2019</u>	<u>2018</u>
<b>Operating activities</b>		
Net cost of operations before government funding and transfers	\$6,673,232	\$5,987,572
Non-cash items:		
Amortization of tangible capital assets	(129,594)	(45,603)
Gain (loss) on disposal of tangible capital assets	(1,479)	(2,710)
Services provided without charge by other government departments (note 9)	(361,167)	(354,932)
Transfer of salary overpayments from other government departments	(3,661)	0
Variations in Statement of Financial Position:		
Increase (decrease) in accounts receivable and advances	(16,583)	9,569
Increase (decrease) in prepaid expenses	(1,931)	1,931
Decrease (increase) in accounts payable and accrued liabilities	(55,079)	33,093
Decrease (increase) in vacation pay and compensatory leave	(57,598)	24,384
Decrease (increase) in employee future benefits	44,380	55,471
<b>Cash used in operating activities</b>	<b>6,090,520</b>	<b>5,708,775</b>
<b>Capital investing activities</b>		
Acquisitions of tangible capital assets	169,195	939,039
Proceeds from disposal of tangible capital assets	0	(309)
<b>Cash used in capital investing activities</b>	<b>169,195</b>	<b>938,730</b>
<b>Net cash provided by Government of Canada</b>	<b>\$6,259,715</b>	<b>\$6,647,505</b>

The accompanying notes form an integral part of these financial statements.



**Military Grievances External Review Committee**  
**Notes to the Financial Statements (*Unaudited*)**  
**For the Year Ended March 31**  
*(in dollars)*

**1. Authority and objectives**

The raison d'être of the Military Grievances External Review Committee (Committee) is to provide an independent and external review of military grievances. Section 29 of the National Defence Act provides a statutory right for an officer or a non-commissioned member who has been aggrieved, to grieve a decision, an act or an omission in the administration of the affairs of the Canadian Armed Forces. The importance of this broad right cannot be overstated since it is, with certain narrow exceptions, the only formal complaint process available to Canadian Armed Forces members.

The Military Grievances External Review Committee is an independent administrative tribunal reporting to Parliament through the Minister of National Defence. The Committee reviews military grievances referred to it pursuant to s. 29 of the National Defence Act and provides findings and recommendations to the Chief of the Defence Staff and the Canadian Armed Forces member who submitted the grievance.

The Committee also has the obligation to deal with all matters as informally and expeditiously as the circumstances and the considerations of fairness permit.

The Committee operates under the following core responsibilities:

- Independent Review of Military Grievances
- Internal Services



---

**Military Grievances External Review Committee  
Notes to the Financial Statements (*Unaudited*)  
For the Year Ended March 31**

(in dollars)

**2. Summary of significant accounting policies**

These financial statements are prepared using the Committee's accounting policies stated below, which are based on Canadian public sector accounting standards. The presentation and results using the stated accounting policies do not result in any significant differences from Canadian public sector accounting standards.

Significant accounting policies are as follows:

**(a) Parliamentary authorities**

The Committee is financed by the Government of Canada through Parliamentary authorities. Financial reporting of authorities provided to the Committee do not parallel financial reporting according to generally accepted accounting principles since authorities are primarily based on cash flow requirements. Consequently, items recognized in the Statement of Operations and Departmental Net Financial Position and in the Statement of Financial Position are not necessarily the same as those provided through authorities from Parliament. Note 3 provides a reconciliation between the bases of reporting. The planned results amounts in the "Expenses" and "Revenues" sections of the Statement of Operations and Departmental Net Financial Position are the amounts reported in the Future-oriented Statement of Operations included in the 2018-2019 Departmental Plan. Planned results are not presented in the "Government funding and transfers" section of the Statement of Operations and Departmental Net Financial Position and in the Statement of Change in Departmental Net Debt because these amounts were not included in the 2018-2019 Departmental Plan.

**(b) Net cash provided by Government**

The Committee operates within the Consolidated Revenue Fund (CRF), which is administered by the Receiver General for Canada. All cash received by the Committee is deposited to the CRF, and all cash disbursements made by the Committee are paid from the CRF. The net cash provided by Government is the difference between all cash receipts and all cash disbursements, including transactions between departments of the Government.

**(c) Amounts due from or to the CRF**

Amounts due from or to the CRF are the result of timing differences at year-end between when a transaction affects authorities and when it is processed through the CRF. Amounts due from the CRF represent the net amount of cash that the Committee is entitled to draw from the CRF without further authorities to discharge its liabilities.

**(d) Revenues**

Other revenues are recognized in the period the event giving rise to the revenues occurred. Revenues that are non-responsible are not available to discharge the Committee's liabilities. While the Chairperson and CEO is expected to maintain accounting control, she has no authority regarding the disposition of non-responsible revenues. As a result, non-responsible revenues are considered to be earned on behalf of the Government of Canada and are therefore presented as of reduction of the entity's gross revenues.

**(e) Expenses**

Vacation pay and compensatory leave are accrued as the benefits are earned by employees under their respective terms of employment. Services provided without charge by other government departments for employer contributions to the health and dental insurance plans are recorded as operating expenses at their carrying value.



**Military Grievances External Review Committee**  
**Notes to the Financial Statements (*Unaudited*)**  
**For the Year Ended March 31**  
*(in dollars)*

**(f) Employee future benefits**

- i. Pension benefits - Eligible employees participate in the Public Service Pension Plan, a multi-employer pension plan administered by the Government. The Committee's contributions to the Plan are charged to expenses in the year incurred and represent the total departmental obligation to the Plan. The Committee's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.
- ii. Severance benefits - The accumulation of severance benefits for voluntary departures ceased for applicable employee groups. The remaining obligation for employees who did not withdraw their accumulated benefits is calculated by employee based on Committee-specific information.

**(g) Accounts receivable**

Accounts receivable are initially recorded at cost. When necessary, an allowance for valuation is recorded to reduce the carrying value of accounts receivable to amounts that approximate their net recoverable value.

**(h) Non-financial assets**

The costs of acquiring equipment and other capital property are capitalized as tangible capital assets and are amortized to expense over the estimated useful lives of the assets, as described in Note 7. All tangible capital assets and leasehold improvements having an initial cost of \$10,000 or more are recorded at their acquisition cost. Tangible capital assets do not include immovable assets located on reserves as defined in the *Indian Act*, works of art, museum collection and Crown land to which no acquisition cost is attributable and intangible assets.

**(i) Measurement uncertainty**

The preparation of these financial statements requires management to make estimates and assumptions that affect the reported and disclosed amounts of assets, liabilities, revenues and expenses reported in the financial statements and accompanying notes at March 31. The estimates are based on facts and circumstances, historical experience, general economic conditions and reflect the Government's best estimate of the related amount at the end of the reporting period. The most significant items where estimates are used are the liability for employee future benefits and the useful life of tangible capital assets. Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

**(j) Related party transactions**

Related party transactions, other than inter-entity transactions, are recorded at the exchange amount.

Inter-entity transactions are transactions between commonly controlled entities. Inter-entity transactions, other than restructuring transactions, are recorded on a gross basis and are measured at the carrying amount, except for the following:

- i. Services provided on a recovery basis are recognized as revenues and expenses on a gross basis and measured at the exchange amount.
- ii. Certain services received on a without charge basis are recorded for the Committee's financial statement purposes at the carrying amount.





**Military Grievances External Review Committee**  
**Notes to the Financial Statements (Unaudited)**  
**For the Year Ended March 31**  
*(in dollars)*

**3. Parliamentary authorities**

The Committee receives most of its funding through annual parliamentary authorities. Items recognized in the Statement of Operations and Departmental Net Financial Position and the Statement of Financial Position in one year may be funded through parliamentary authorities in prior, current or future years. Accordingly, the Committee has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

**(a) Reconciliation of net cost of operations to current year authorities used**

	<b>2019</b>	<b>2018</b>
Net cost of operations before government funding and transfers	\$6,673,232	\$5,987,572
Adjustments for items affecting net cost of operations but not affecting authorities:		
Amortization of tangible capital assets	(129,594)	(45,603)
Adjustment of prepaid expenses	(1,931)	0
Gain (loss) on disposal of tangible capital assets	(1,479)	(2,710)
Gain (loss) on disposal of non-capital assets	214	784
Services provided without charge by other government departments	(361,167)	(354,932)
Decrease (increase) in vacation pay and compensatory leave	(57,598)	24,384
Decrease (increase) in employee future benefits	7,874	92,399
Refunds of prior year expenditures	2,089	3,275
Adjustments to previous years' payables at year-end	5,409	80,706
Recovery of gross salary overpayments for employees transferred from other government department	2,648	0
Increase (decrease) in salary overpayments to be recovered not charged to authorities	997	(388)
Total items affecting net cost of operations but not affecting authorities	<u>(532,538)</u>	<u>(202,085)</u>
Adjustments for items not affecting net cost of operations but affecting authorities:		
Acquisition of tangible capital assets	169,195	939,039
Increase in prepaid expenses	0	1,931
Total for items not affecting net cost of operations but affecting authorities	<u>169,195</u>	<u>940,970</u>
<b>Current year authorities used</b>	<b><u>\$6,309,889</u></b>	<b><u>\$6,726,457</u></b>



---

**Military Grievances External Review Committee**  
**Notes to the Financial Statements (*Unaudited*)**  
**For the Year Ended March 31**  
*(in dollars)*

**(b) Authorities provided and used**

	<b>2019</b>	<b>2018</b>
Authorities provided:		
Vote 1 - Operating expenditures	\$6,547,882	\$7,183,457
Statutory amounts	600,070	546,639
Less:		
Lapsed : Operating	(838,063)	(1,003,639)
<b>Current year authorities used</b>	<b>\$6,309,889</b>	<b>\$6,726,457</b>



**Military Grievances External Review Committee**  
**Notes to the Financial Statements (*Unaudited*)**  
**For the Year Ended March 31**  
*(in dollars)*

**4. Accounts payable and accrued liabilities**

The following table presents details of the Committee's accounts payable and accrued liabilities:

	<b>2019</b>	<b>2018</b>
Accounts payable – Other government departments and agencies	\$55,768	\$58,596
Accounts payable – External parties	0	173,735
Total accounts payable	55,768	232,331
Accrued liabilities	530,194	298,552
<b>Total accounts payable and accrued liabilities</b>	<b>\$585,962</b>	<b>\$530,883</b>



**Military Grievances External Review Committee**  
**Notes to the Financial Statements (*Unaudited*)**  
**For the Year Ended March 31**  
*(in dollars)*

**5. Employee future benefits**

**(a) Pension benefits**

The Committee's employees participate in the Public Service Pension Plan (the "Plan"), which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 percent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Québec Pension Plan benefits and they are indexed to inflation.

Both the employees and the Committee contribute to the cost of the Plan. Due to the amendment of the Public Service Superannuation Act following the implementation of provisions related to Economic Action Plan 2012, employee contributors have been divided into two groups - Group 1 relates to existing plan members as of December 31, 2012 and Group 2 relates to members joining the Plan as of January 1, 2013. Each group has a distinct contribution rate.

The 2018-2019 expense amounts to \$418,340 (\$371,517 in 2017-2018). For Group 1 members, the expense represents approximately 1.01 times (1.01 times in 2017-2018) the employee contributions and, for Group 2 members, approximately 1.00 times (1.00 times in 2017-2018) the employee contributions.

The Committee's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the Consolidated Financial Statements of the Government of Canada, as the Plan's sponsor.

**(b) Severance benefits**

Severance benefits provided to the Committee's employees were previously based on an employee's eligibility, years of service and salary at termination of employment. However, since 2011 the accumulation of severance benefits for voluntary departures progressively ceased for substantially all employees. Employees subject to these changes were given the option to be paid the full or partial value of benefits earned to date or collect the full or remaining value of benefits upon departure from the public service. By March 31, 2019, substantially all settlements for immediate cash out were completed. Severance benefits are unfunded and, consequently, the outstanding obligation will be paid from future authorities.

The changes in the obligations during the year were as follows:

	<b>2019</b>	<b>2018</b>
<b>Accrued benefit obligation - Beginning of year</b>	<b>\$144,818</b>	<b>\$200,289</b>
Expense for the year	(17,065)	(18,068)
Benefits paid during the year	(27,315)	(37,403)
<b>Accrued benefit obligation - End of year</b>	<b>\$100,438</b>	<b>\$144,818</b>



**Military Grievances External Review Committee**  
**Notes to the Financial Statements (*Unaudited*)**  
**For the Year Ended March 31**  
*(in dollars)*

**6. Accounts receivable and advances**

The following table presents details of the Committee's accounts receivable and advances balances:

	<b>2019</b>	<b>2018</b>
Receivables – Other government departments and agencies	\$18,579	\$38,140
Receivables – External parties	3,034	56
<b>Net accounts receivable</b>	<b>\$21,613</b>	<b>\$38,196</b>



**Military Grievances External Review Committee**  
**Notes to the Financial Statements (*Unaudited*)**  
**For the Year Ended March 31**  
*(in dollars)*

**7. Tangible capital assets**

Amortization of tangible capital assets is done on a straight-line basis over the estimated useful life of the asset as follows:

<b>Asset Class</b>	<b>Amortization Period</b>
Machinery and equipment	<b>10</b> years
Informatics hardware	<b>3</b> to <b>5</b> years
Informatics software	<b>3</b> years
Other equipment	<b>10</b> years
Leasehold improvements	Over the useful life of the improvement or the lease term, whichever is shorter
Assets under construction	Once in service, in accordance with asset type

Assets under construction are recorded in the applicable asset class in the year they are put into service and are not amortized until they are put into service.



**Military Grievances External Review Committee**  
**Notes to the Financial Statements (*Unaudited*)**  
**For the Year Ended March 31**  
*(in dollars)*

Capital Asset Class	Cost					Accumulated Amortization				Net Book Value	
	Opening Balance	Acquisitions	Adjustments (1)	Disposals and Write-Offs	Closing Balance	Opening Balance	Amortization	Disposals and Write-Offs	Closing Balance	2019	2018
Machinery and equipment	\$17,321	\$0	\$0	\$0	\$17,321	\$1,732	\$1,732	\$0	\$3,464	\$13,857	\$15,589
Informatics hardware	485,513	74,453	0	19,677	540,289	241,828	60,064	19,677	282,215	258,074	243,685
Informatics software	87,960	0	0	10,648	77,312	84,411	2,070	9,169	77,312	0	3,549
Other equipment	68,867	0	0	0	68,867	18,890	6,318	0	25,208	43,659	49,977
Leasehold improvements	0	0	748,646	0	748,646	0	59,410	0	59,410	689,236	0
Assets under construction	653,904	94,742	(748,646)	0	0	0	0	0	0	0	653,904
<b>Total</b>	<b>\$1,313,565</b>	<b>\$169,195</b>	<b>\$0</b>	<b>\$30,325</b>	<b>\$1,452,435</b>	<b>\$346,861</b>	<b>\$129,594</b>	<b>\$28,846</b>	<b>\$447,609</b>	<b>\$1,004,826</b>	<b>\$966,704</b>

(1) Adjustments include assets under construction of \$748,646 that were transferred to the other categories upon completion of the assets.



**Military Grievances External Review Committee**  
**Notes to the Financial Statements (*Unaudited*)**  
**For the Year Ended March 31**  
*(in dollars)*

**8. Contractual obligations**

The nature of the Committee's activities may result in some large multi-year contracts and obligations whereby the Committee will be obligated to make future payments when the services/goods are received. Significant contractual obligations that can be reasonably estimated are summarized as follows:

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025 and subsequent</b>	<b>Total</b>
Operating lease	\$409,953	\$409,953	\$409,953	\$409,953	\$409,953	\$785,743	\$2,835,508





**Military Grievances External Review Committee  
Notes to the Financial Statements (Unaudited)  
For the Year Ended March 31**

(in dollars)

**9. Related party transactions**

The Committee is related as a result of common ownership to all government departments, agencies, and Crown corporations. Related parties also include individuals who are members of key management personnel or close family members of those individuals, and entities controlled by, or under shared control of, a member of key management personnel or a close family member of that individual.

The Committee enters into transactions with these entities in the normal course of business and on normal trade terms.

**(a) Common services provided without charge by other government departments**

During the year, the Committee received services without charge from certain common service organizations, related to the employer's contribution to the health and dental insurance plans. These services provided without charge have been recorded at the carrying value in the Committee's Statement of Operations and Departmental Net Financial Position as follows:

	<u>2019</u>	<u>2018</u>
Employer's contribution to the health and dental insurance plans	\$361,167	\$354,932
<b>Total</b>	<b><u>\$361,167</u></b>	<b><u>\$354,932</u></b>

The Government has centralized some of its administrative activities for efficiency, cost-effectiveness purposes and economic delivery of programs to the public. As a result, the Government uses central agencies and common service organizations so that one department performs services for all other departments and agencies without charge. The costs of these services, such as the payroll and cheque issuance services provided by Public Services and Procurement Canada and audit services provided by the Office of the Auditor General are not included in the Committee's Statement of Operations and Departmental Net Financial Position.

**(b) Other transactions with other government departments and agencies**

	<u>2019</u>	<u>2018</u>
Accounts receivable	\$18,579	\$38,140
Accounts payable	55,768	58,596
Expenses	1,615,270	1,475,529

Expenses disclosed in (b) exclude common services provided without charge, which are already disclosed in (a).



**Military Grievances External Review Committee**  
**Notes to the Financial Statements (Unaudited)**  
**For the Year Ended March 31**  
*(in dollars)*

**10. Segmented information**

Presentation by segment is based on the Committee's core responsibility. The presentation by segment is based on the same accounting policies as described in the Summary of significant accounting policies in note 2. The following table presents the expenses incurred and revenues generated for the main core responsibilities, by major object of expense and by major type of revenue. The segment results for the period are as follows:

	<b>Independent Review of Military Grievances</b>	<b>Internal Services</b>	<b>2019 Total</b>	<b>2018 Total</b>
Operating expenses				
Salaries and employee benefits	\$3,795,380	\$1,464,678	\$5,260,058	\$4,559,751
Professional and special services	171,594	452,430	624,024	507,140
Rentals	278,232	210,158	488,390	684,665
Amortization of tangible capital assets	9,743	119,851	129,594	45,603
Acquisition of non-capital assets	32,302	40,270	72,572	95,241
Utilities, materials and supplies	23,582	11,966	35,548	6,454
Transportation and communications	24,557	9,405	33,962	52,078
Information	1,566	22,765	24,331	23,763
Repair and maintenance	0	4,005	4,005	9,960
Other	52	910	962	3,733
Total expenses	4,337,008	2,336,438	6,673,446	5,988,388
Revenues				
Miscellaneous revenues	0	214	214	816
Total revenues	0	214	214	816
<b>Net cost of operations</b>	<b>\$4,337,008</b>	<b>\$2,336,224</b>	<b>\$6,673,232</b>	<b>\$5,987,572</b>