

# CITY COUNCIL WORKSESSION

## Departmental Overview

Council Chambers, Plano Municipal Center

1520 Ave K, Plano, TX

Wednesday, June 8, 2011 6:00 p.m.

### AGENDA

	<b><u>Presenter</u></b>
A. Opening Remarks	Glasscock
B. Human Resources Department Overview	Ross
C. Sustainability Department Overview	Nevil
D. Conclusion/Next Steps	Glasscock
E. Adjourn	

Municipal Center is wheelchair accessible. A sloped curb entry is available at the main entrance facing Municipal Avenue, with specially marked parking spaces nearby. Access and special parking are also available on the north side of building. Requests for sign interpreters or special services must be received forty-eight (48) hours prior to the meeting time by calling the City Secretary at 972-941-7120.

# Human Resources

Where the employment experience is managed and connects all aspects of the City's 1,963 full-time and 921 part-time employees (2,884 total employees)

HR Department has maintained staffing levels that are well below the national averages. National averages for ratios of HR staff to total employees is 1:100. Plano's ratio is 1:206.

\* National average according to Bureau of National Affairs



Continuous  
Improvement

Service Excellence

Opportunity

Performance  
Evaluation

Communication

Professional Development

Technology

Budget

Promotion

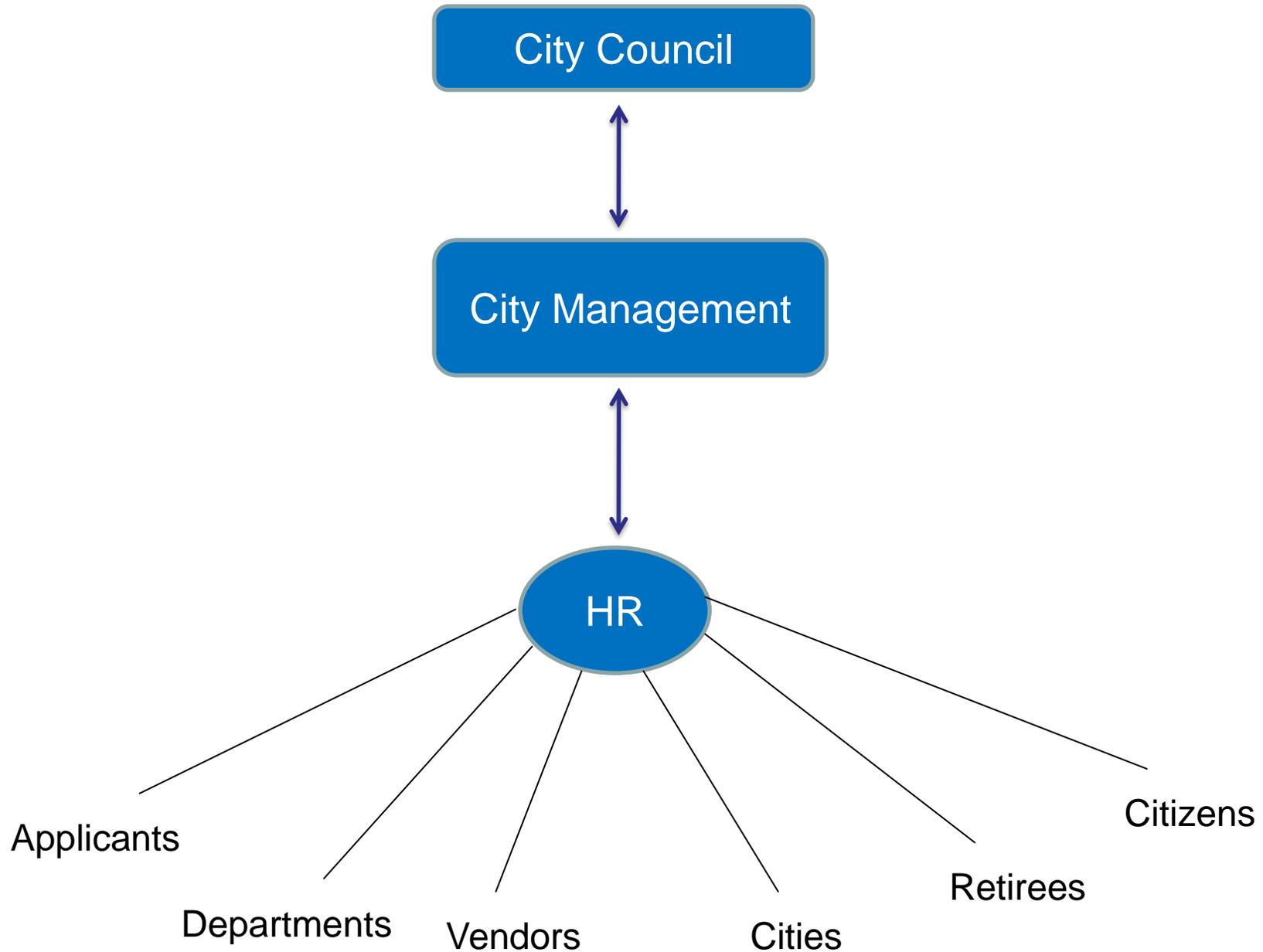
Diversity

Future

Service Excellence

Conflict

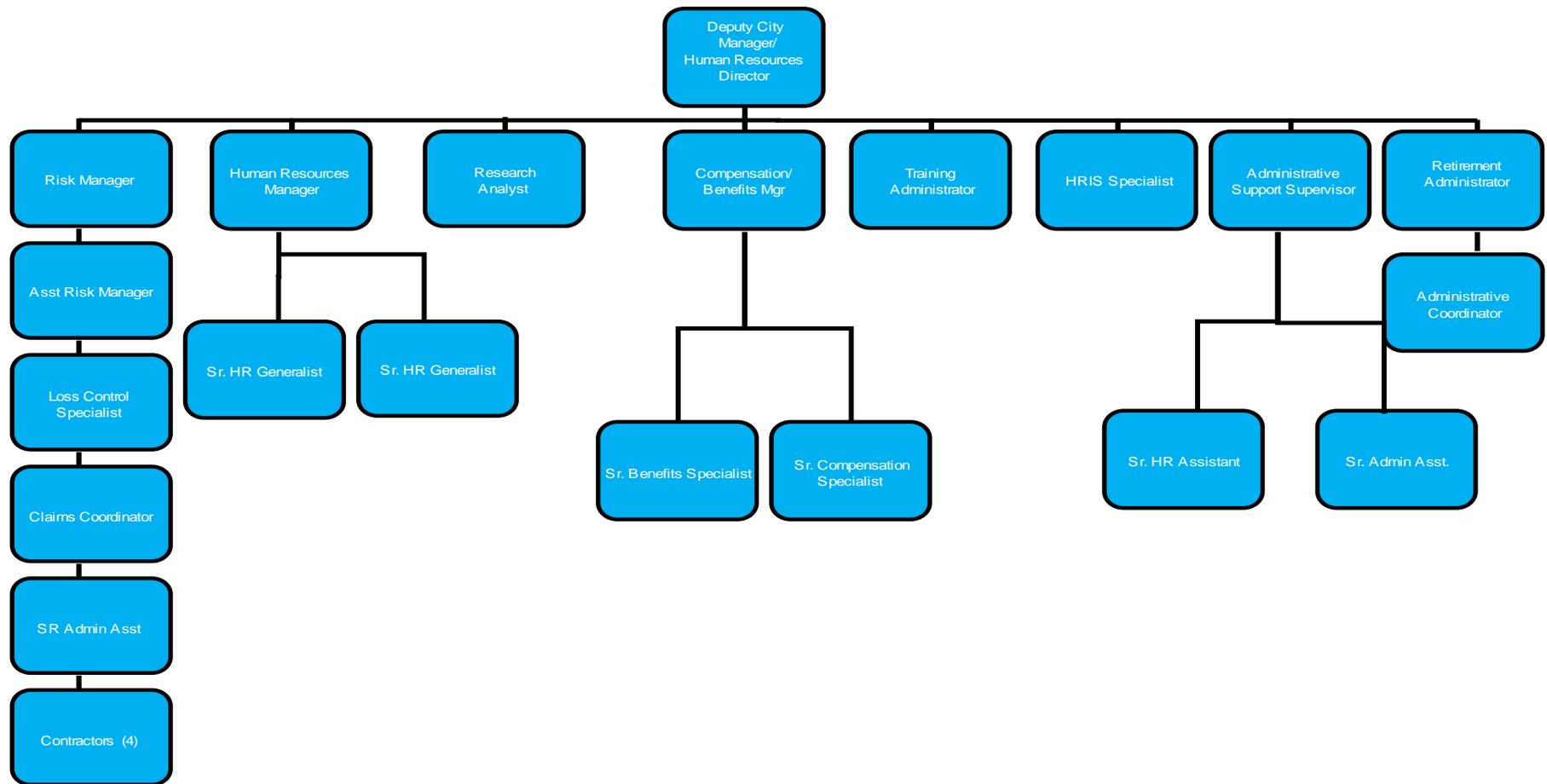




## Divisions of HR

- Compensation and Benefits
- Civil Service and Retirement
- Employee Relations
- Training
- Risk Management \*(added in 2011)

## Human Resources Department Organizational Chart – May 2011



## All in a day's work

- Manage, interpret, and explain HR policies.
- Keep abreast of legislation and trends impacting employee benefits and employment practices.
- Respond to questions from Council, employees, citizens, and other customers.
- Manage vendor contracts/relationships.
- Intervene in conflict issues among staff.
- Assist departments with staff management needs (recruitment, professional development, discipline)
- Assess the City's risk when making decisions that impact staff.



# HR Contracts

Contracts	2006	2007	2008	2009	2010
Background investigations	\$2,033	\$2,658	\$3,209	\$2,755	\$1,338
Motor Vehicle checks	\$1,783	\$1,934	\$887	\$1,451	\$570
Medical testing	\$59,593	\$52,706	\$50,843	\$37,137	\$44,960
Legal Services	\$11,761	\$6,582	\$20,516	\$6,248	\$3,750
Copier Services	\$3,228	\$3,497	\$3,835	\$4,546	\$5,612
Employee Awards	\$16,549	\$20,709	\$18,052	\$22,104	\$4,394
Consultant (Dr. Picchioni)	\$61,200	\$62,400	\$69,056	\$64,896	\$61,110
Retirement Store	\$17,425	\$28,196	\$25,576	\$35,795	\$18,210
ICMA-RC	n/a	\$17,219	\$18,737	\$18,556	\$18,600



## HR's use of technology

Technology has made us more efficient:

- On-line applicants
- Laserfiche (electronic data management)
- Self-service benefit enrollment and status changes/updates
- SPD's, benefit information, and general information on website



## Focused on the Future

The Succession Planning Program (MP3) has been in place since 2002:

- 51 participants and 47 graduates
- 32 promotions and 4 graduates took jobs outside the organization
- 145 responses to other organizations' request for information about the program
- Received 6 awards



## All in a year's work

- 13,301 applications
- 7 Civil Service exams  
(377 PD and 274 FD = 651 tested)
- 199 Training classes  
(2,779 total enrolled)
- 145 Disciplinary actions



# Plano's comparison with other neighboring cities

City	Employees	Budget
Allen*	7	\$640,019
Arlington	19	\$2,670,727
Carrollton	8	\$701,591
Frisco	8	\$972,076
Garland	11	\$1,082,000
Grand Prairie	8	\$866,859
Lewisville	7	\$2,648,691
McKinney*	8	\$988,065
Mesquite	14	\$940,941
Richardson*	10	\$756,745
Plano*	14	\$1,295,292

\* = Risk Mgmt included in HR



# Benefit changes and resulting savings for the City

Category	Amount
Longevity	\$17,666
Vacation Payout	\$211,257
VBD Paid at 2010 rate	\$2,579
Vacation forfeited	\$30,657
Elimination of PT Vacation/Holiday	\$234,040
Overtime Calculation	\$257,290
Medical Contribution Changes	\$2,100,000
Employee Programs Eliminated	\$573,738
Pharmacy Benefit Changes	\$693,085
RSP Plan Design Changes	\$500,000
<b>Total Savings</b>	<b>\$4,620,312</b>



# Merit/Pay Increase History

Year	Percentage
2000	4%
2001	4%
2002	2% across the board
2003	2% across the board
2004	3%
2005	4%
2006	4%
2007	4%
2008	3%
2009	*0%
2010	*0%
2011	*0% budgeted
<b>Savings</b>	<b>*\$5.6 - 6,000,000</b>



# Future challenges/opportunities

- Implementation of Health Care Reform Act
- Balancing benefit offerings with available budget and employee expectations
- Creating more data driven processes for operational decisions
- Managing time to allow for comprehensive responses to questions and requests for assistance
- Providing appropriate training and encouraging attendance



# HR partnerships with other cities

- Murphy
- Garland
- UTD certificate
- PEBA
- Metroplex survey



Our **mission** is to

Provide outstanding services and facilities through cooperative efforts with our citizens that contribute to the quality of life in our community.





Sustainability &  
Environmental  
Services Department

**COUNCIL PRESENTATION**  
**JUNE 8, 2011**

# DEPARTMENT OVERVIEW



92 Full-time and 8 Part-time Employees



3 Divisions

- Environmental Education & Community Outreach
- Compost Operations & Marketing
- Environmental Waste Services
  - Collections; Sustainability Initiative; Commercial Recycling

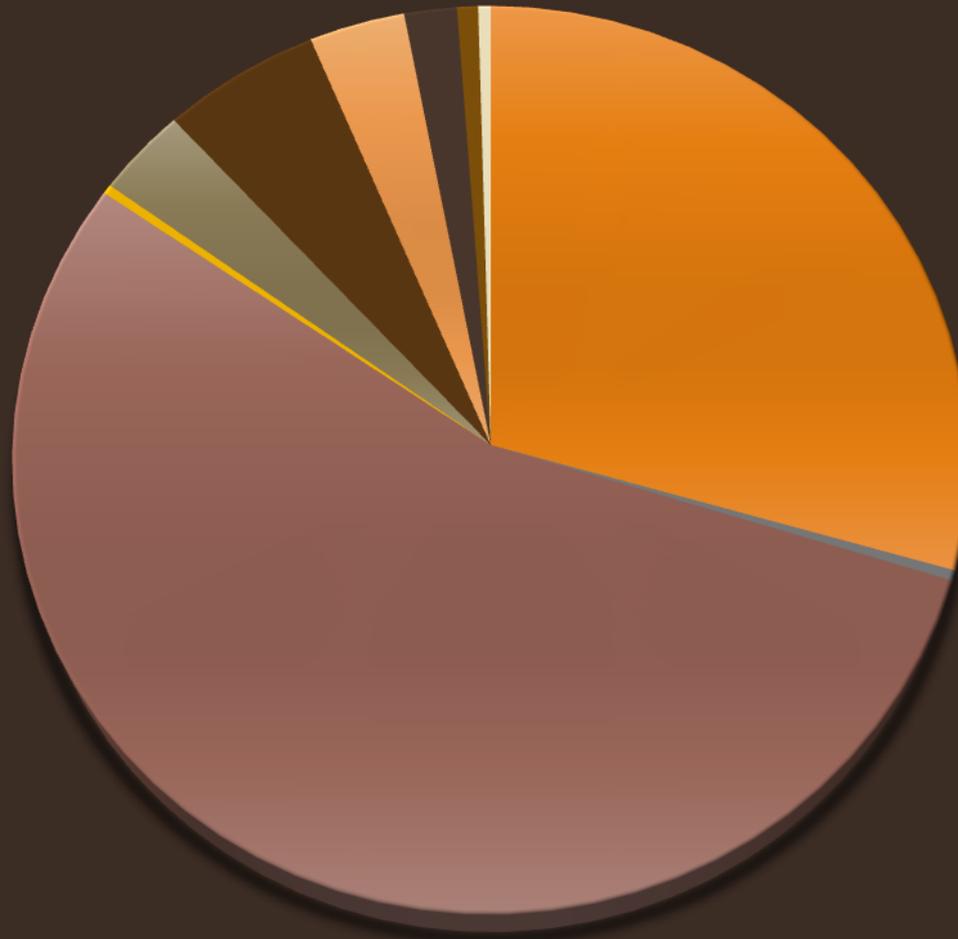


6 Facilities

- Environmental Education Center
- Plano Community Garden
- Household Chemical Reuse Center
- 121 Compost Site
- Custer Road Retail
- 545 Compost Site

# ENTERPRISE FUND

## Revenues

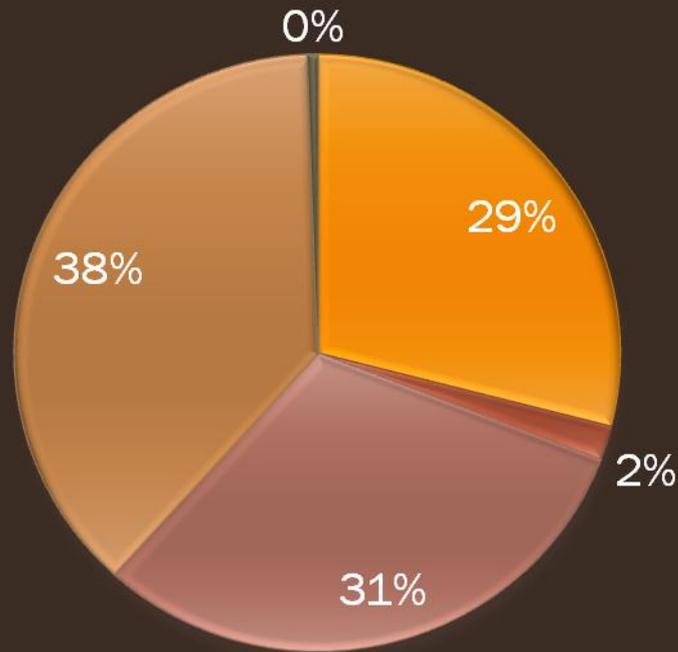


- Commercial Franchise
- Special Refuse Collection
- Residential Collection
- Allied Waste
- Recycling
- Sale of Compost
- Tipping Fees
- Miscellaneous
- Reimbursements
- Sustainability Program Transfer

# ENTERPRISE FUND

## Operating Expenses

■ Salaries & Wages ■ Materials & Supplies ■ Contractual ■ NTMWD ■ Sundry



# BUSINESS PLAN

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-  Mission & Vision Statement
-  Goals
-  Staffing Plan
-  Control Plan
-  Incentive Plan
-  Benchmarking
-  Departmental Agreements

# BUSINESS PLAN BEGINNING

1997-98  
Proposed  
Management  
Competition  
Process

January 1997  
Competitively Bid  
City of Allen  
Residential Services

February 1998  
HNTB  
Benchmarking  
Study

1998-99  
Developed  
Business Plan

2000 Business  
Plan Implemented



# Mission Statement

To provide best-in-class customer service, through cooperative efforts with our local stakeholders, which contribute to the Quality of Life in our community.

# VISION STATEMENT

To dedicate ourselves to exceeding the expectations of our customers in our service delivery, we envision:

- Environmental Stewardship as standard operating procedure for day-to-day business,
- Informed and involved stakeholders,
- A professional, motivated workforce,
- Financially self-supported operations, and
- Maximum effective use of industry technology.

# GOALS

1

- Maintain or improve the current level of customer service.

2

- Provide the defined level of customer service at a competitive net cost as compared to both private and public sector providers.

3

- Maintain employee satisfaction at a consistently high level to ensure quality customer service at a competitive cost.

4

- Provide opportunities for diversion of residential and commercial waste from landfill.

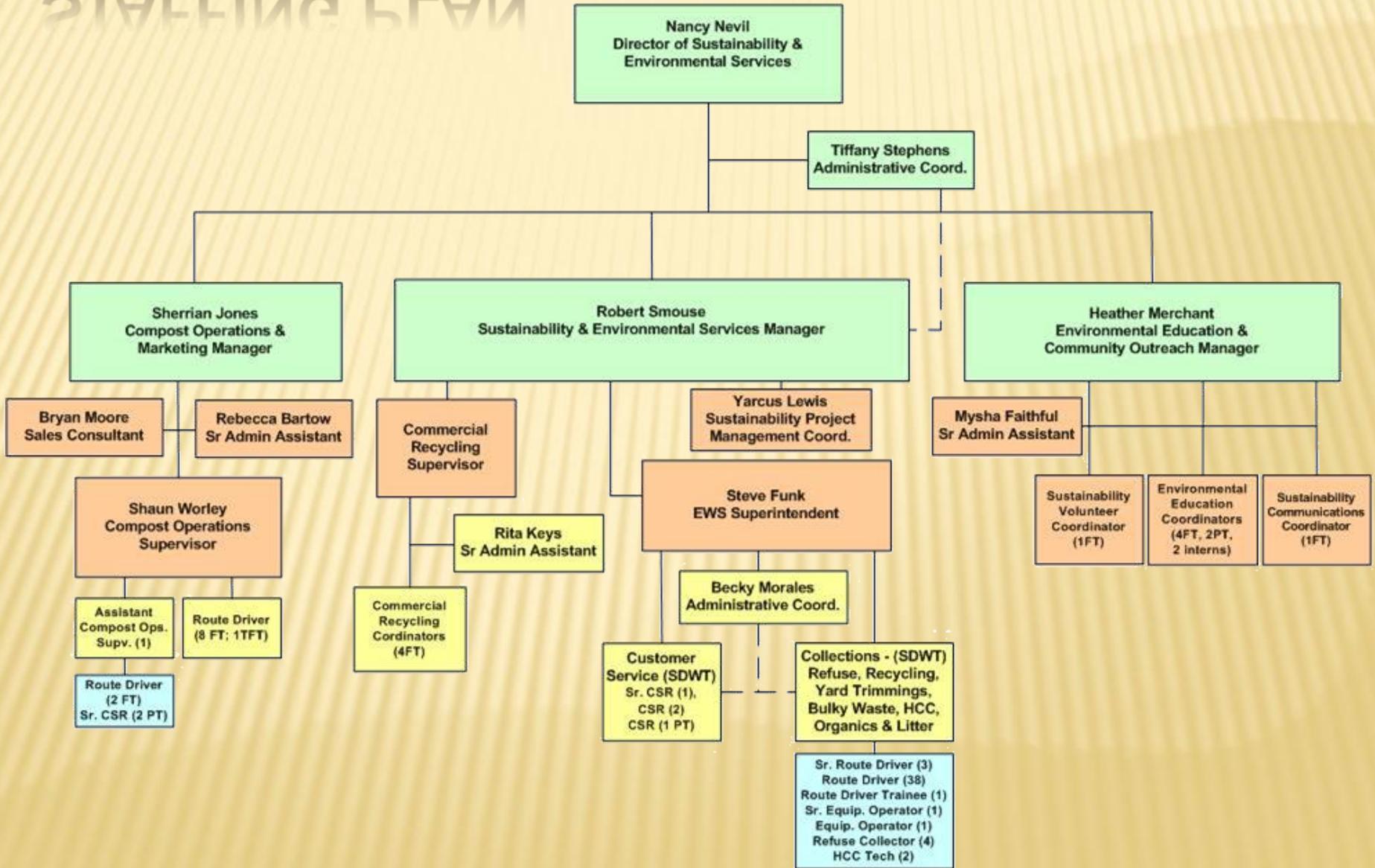
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- Incorporate public awareness, education and community involvement regarding solid waste and environmental issues as an integral part of doing business.

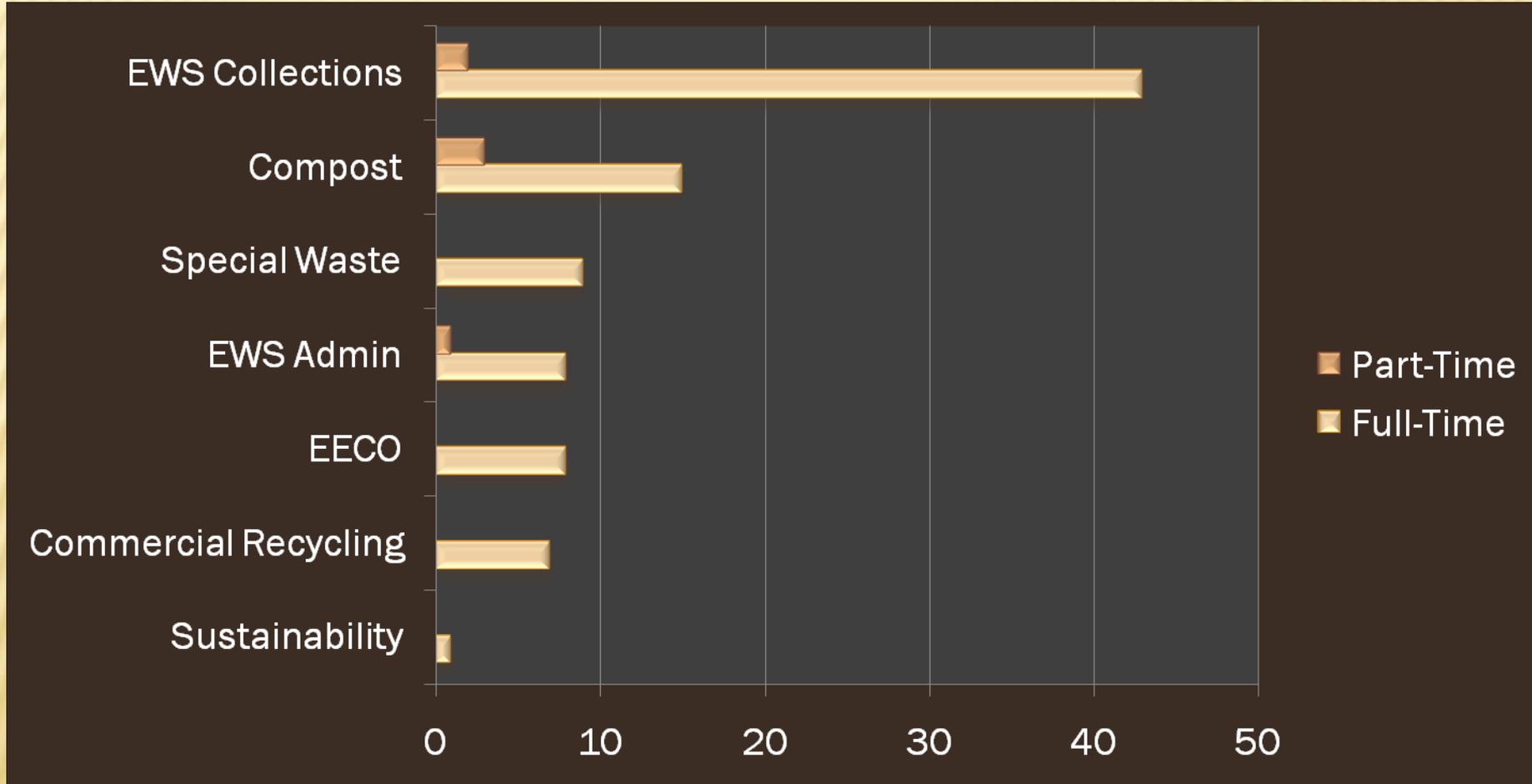
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- To identify, develop and implement sustainability programs and practices targeted to city departments, employees, business community and the general public.

# STAFFING PLAN



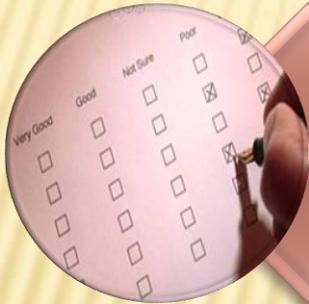
# STAFFING PLAN



# CONTROL PLAN



85 Measures under Customer Service, Safety, Personnel Performance, Diversion, Processing, Conservation, Educational Programming, and Funding



Customer Satisfaction Surveys



Monthly, Quarterly & Annual Reporting

# INCENTIVE PLAN

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Employee Recognition  
& Incentive Awards



Gain Sharing

# BENCHMARKING

## ICMA Center for Performance Measures

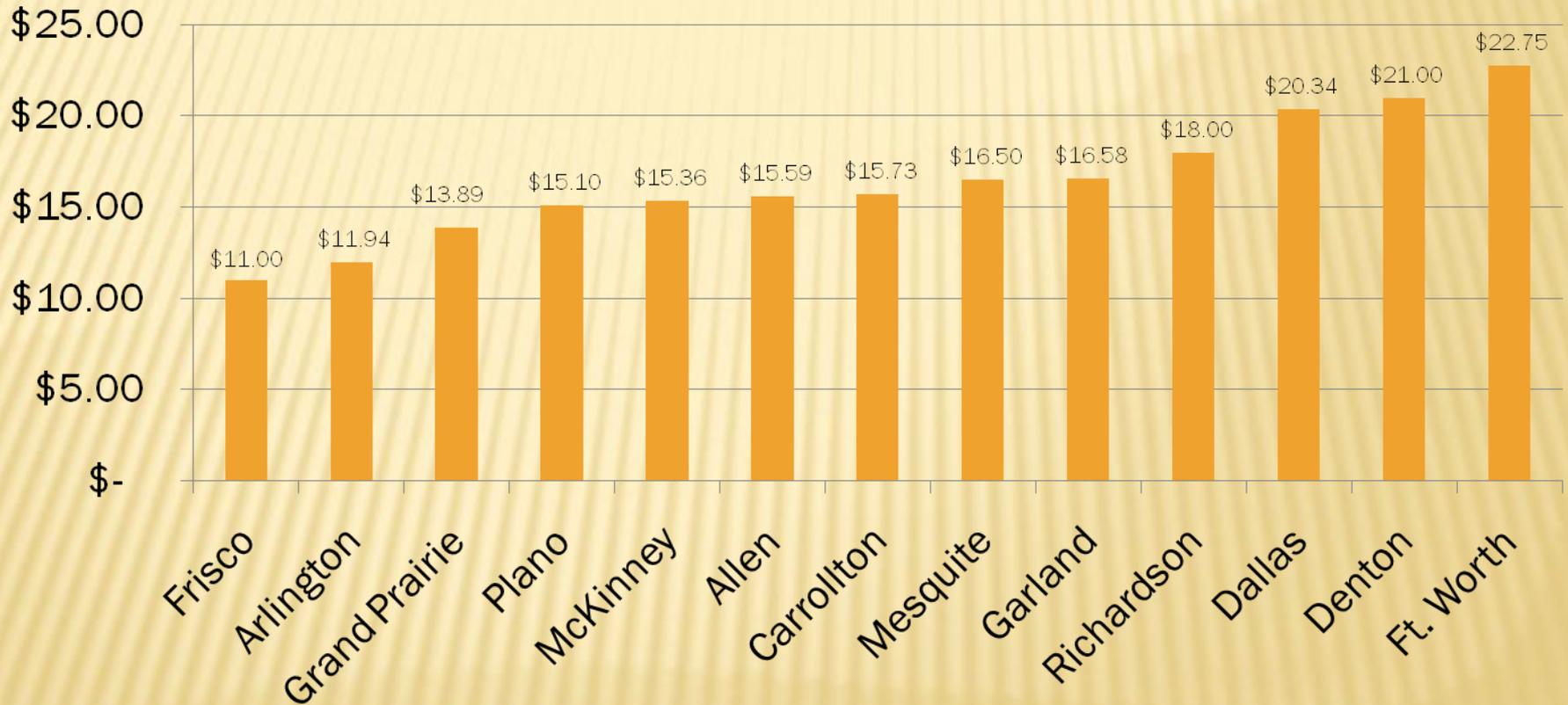
- 53 cities surveyed, Plano is ranked #1 in citizen ratings
- 3<sup>rd</sup> lowest in recycling cost per ton
- 8<sup>th</sup> lowest in refuse cost per account

## Service Level Comparison

- 4<sup>th</sup> lowest monthly rate
- Highest level of service

# SERVICE LEVEL & RATE COMPARISON

## SERVICE LEVEL & RATE COMPARISON



# DEPARTMENTAL AGREEMENTS

- Fleet Services
- Technology Services
- Parks Department
- Accounting
- Planning
- Property Standards
- Human Resources
- Purchasing
- Budget
- Risk Management

# ENVIRONMENTAL WASTE COLLECTION SERVICES

53 Employees

Weekly Refuse & Yard Trimmings Collection

Every Other Week Recycling Collection

Monthly Bulky Waste Collection

On Call HCC & Paid Collections

Litter Collection

# CUSTOMER SERVICE RATINGS

“Quality Service One Resident at a Time”



95.4%

Excellent CSR



93.6%

Excellent Collections

# SAFETY

	First Three Years of Business Plan	Last Three Years of Business Plan
Injuries	17.6	3.3
No Duty Hours	1641	720
Workers Comp Costs	\$146,521	\$48,909
Vehicle Accidents	14.3	6.3
Property Damage Incidents	41	30

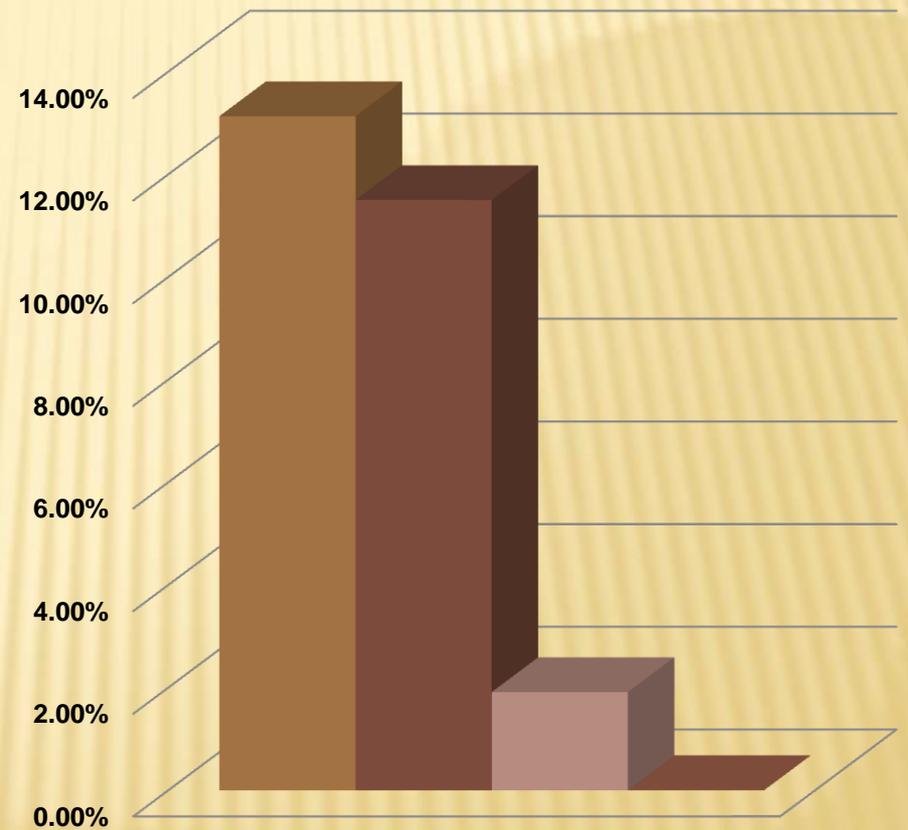
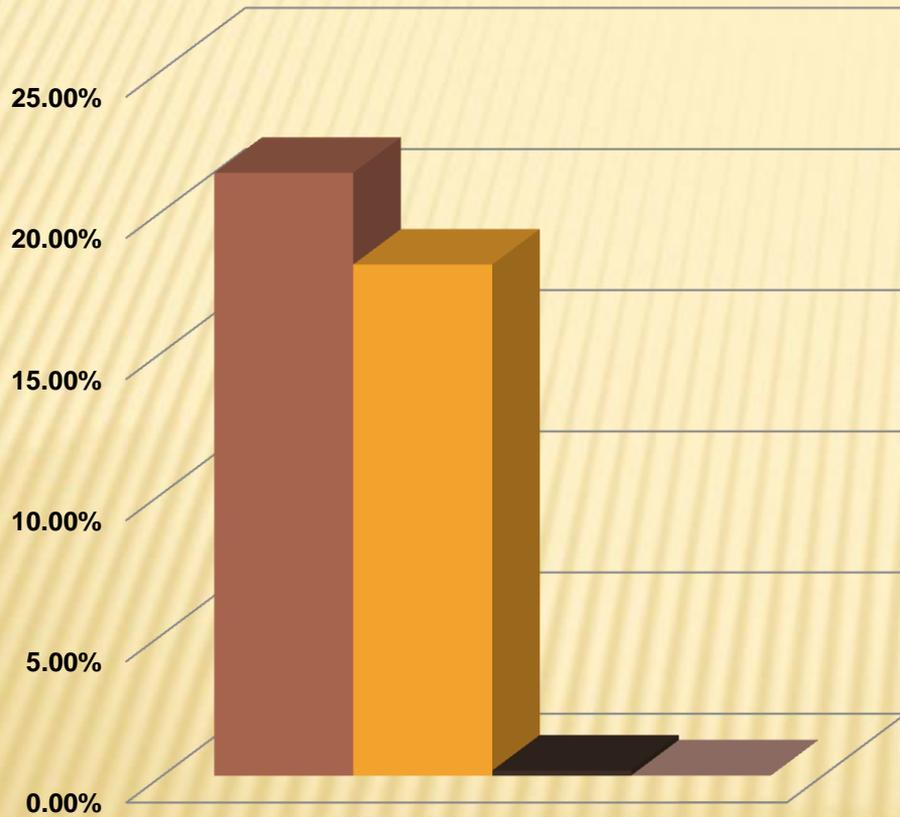
# PRODUCTIVITY

	Plano	Richardson	Garland	Dallas	Irving	Denton	Tyler
Average Homes Per Trash Route	1077/ 1330	1100	965	800- 1300	1054	991	788
# Residents per Driver	1933	509	1196	1256	904	1298	1134
# of Miles driven per Accident	16,940	5,624	8,230	12,278	14,317	NA	6,707

# DIVERSION – 31.4% CITY-WIDE

Residential Recycling Rate : 39.7%

Commercial Recycling Rate: 26.6%



■ Yard Trimmings      ■ Single Stream  
■ Chemical & Electronics      ■ Appliances

■ Commercial      ■ Construction & Demolition  
■ Organics      ■ Apartments

# COMMERCIAL RECYCLING

7 Employees

Franchise  
Funding

Single  
Stream, C&D,  
Organics

Commercial  
Customer  
Complaints

## Commercial Recycling Rate



# ENVIRONMENTAL EDUCATION & COMMUNITY OUTREACH



8 Full-time &  
1 Part-time  
Employees

Targeting  
residents,  
schools and  
civic  
organizations

Topics: recycling,  
composting, best  
practices yard care,  
managing household  
chemicals, litter  
prevention, water  
quality & conservation,  
energy efficiency, air  
quality, green building,  
and environmental  
awareness

# LIVE GREEN IN PLANO (LGIP)

Marketing



Communication

Funding

- Last 5 years, received 16 grants totaling \$765,340

# LGIP VOLUNTEER PROGRAM



# PLANO COMMUNITY GARDEN

## Jr. League of Plano Partnership

6<sup>th</sup> year in operation

10,000 lbs of produce sent to local food bank

50 plots adopted



# COMMUNITY PARTNERSHIPS



## Electronics Recycling

(Christ United Methodist; FUMC; St. Andrews United Methodist)



## Zero Waste Events

(Arbor Day Run; Plano International Festival)



## Clean-ups

(Adopt-a-Highway Groups; Scouts; Neighborhood Planning LWYL)



## Workshops

(Elliott's Hardware; Libraries, Intuit, Bella Vista Apartments, St. Jude Medical, JCPenneys, Villas of Chase Oaks, Chamber of Commerce)



## Environmental Community Awards

# PERFORMANCE MEASURES

645

School presentations

228

Community presentations

29

Business & community fairs

905

First grade field trip students

315

Cleanups collecting 16 tons

553

Miles of streets cleaned

Overseeing residential energy efficiency & water conservation rebate programs, staffing HCC Reuse Center

# RECOGNITION



Governors  
Community  
Achievement  
Award



\$855,000 in  
landscape  
funding



4 projects  
along 75  
corridor from  
190 to Allen  
city limits

# COMPOST OPERATIONS & MARKETING



15 Full-time & 4 Part-time Employees



Interlocal Agreement with NTMWD



Diversion

- 73,616 regional tons (26,123 Plano residents; 2,458 Parks & Public Works; 9,300 Organics)

# TEXAS PURE MARKETING

Compost

Soil Blend

Topdressing

Mulch

Colorized Wood Mulch

148 Customers

High Profile Projects  
Include:

TxDOT (121 & 75)

George W. Bush  
Presidential Library @ SMU

Crepe Myrtle Trails  
McKinney

TXDOT (75 & George Bush)

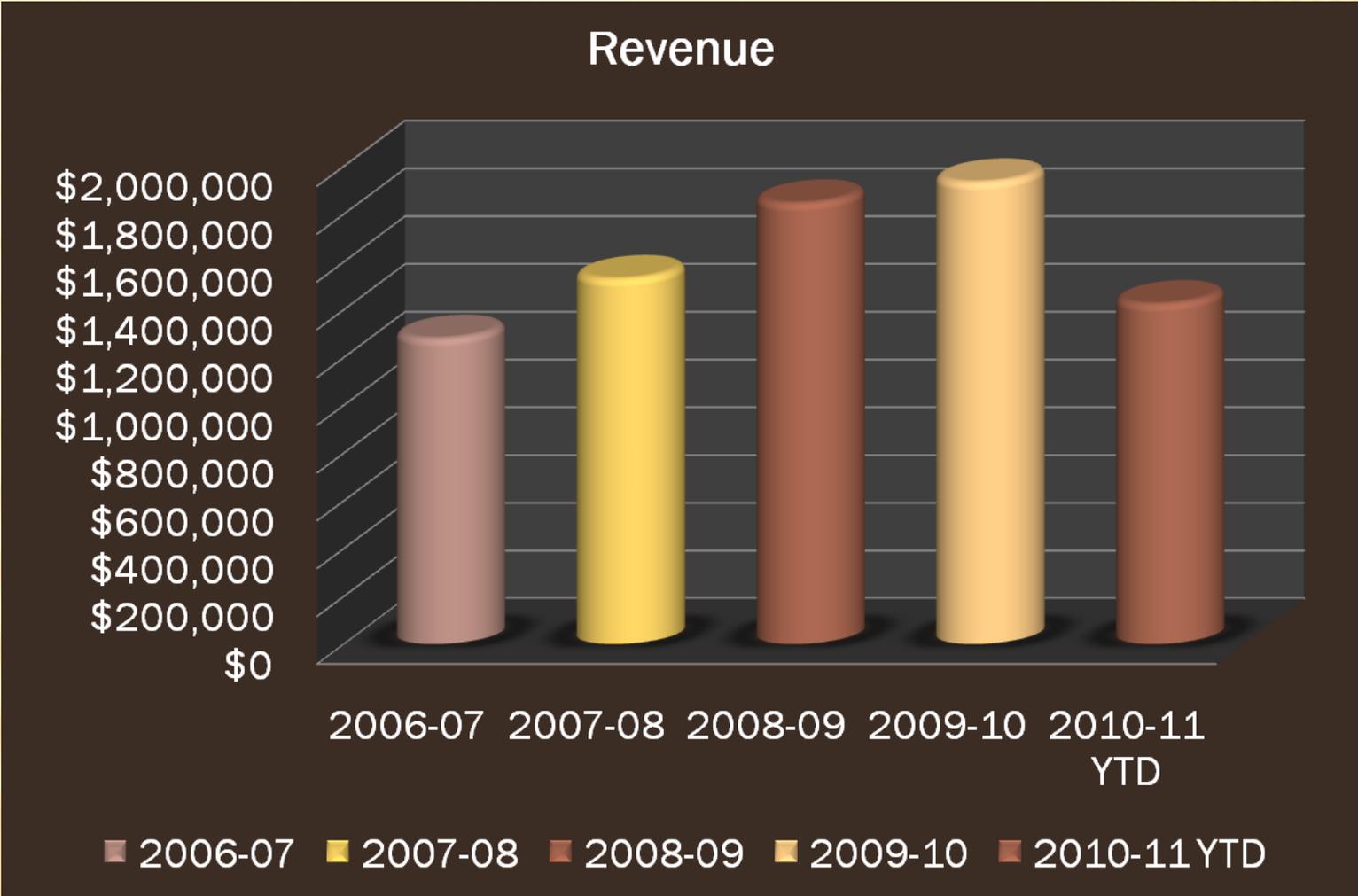
Great Wolf Lodge -  
Grapevine

Gaylord Texan - Grapevine

NTTA- Dallas North Tollway  
(Preston Road & North)

Firewheel Mall - Garland

# COMPOST REVENUE



# COMPOST REVENUE VS. EXPENDITURES

	Expenditures	Revenues	Variance
09-10 Actuals	\$2,952,014	\$1,933,870	\$1,018,144
10-11 Re-estimate	\$2,877,522	\$2,172,271	\$705,251
11-12 Projection	\$2,852,840	\$2,531,483	\$321,357

# SUSTAINABILITY INITIATIVES

To identify, develop and implement sustainability programs and practices targeted to city departments, employees, business community and the general public.

SES Resources

1 Full-time Project Management Coordinator

Funding:

- 4 grants totaling \$403,707 since 2009
- Currently administering stimulus grant totaling \$2.5 million

# RESIDENTIAL PROGRAMS



# INTERNAL PROGRAMS

Waste to  
Fuel  
Feasibility  
Study

Computer  
Software

Facility  
Projects

Green  
Team  
Program

Annual  
Progress  
Report  
(committees &  
departmental  
initiatives)

# LIVE GREEN EXPO

- 
- Purpose

- 
- Attendance
    - 15,500

- 
- Partnerships

- 
- Funding
    - Direct Expenses \$159,605
    - Revenue \$110,542



live  
green  
expo

# ENVIRONMENTAL EDUCATION CENTER

## Mission Statement:

Educate and involve citizens of all ages in activities promoting beautification, environmental stewardship and waste diversion including recycling, composting, household chemical collection, litter reduction, and electronic recycling.



Construction Update



Funding

# EMPLOYEE SATISFACTION

Goal #3 – Maintain employee satisfaction at a consistently high level to ensure quality customer service at a competitive cost

High  
Expectations

Positive  
Disciplinary  
Program

Input &  
Feedback

Recognition  
& Incentives

# INNOVATION & COMPETITIVENESS

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Reputation



Business Focus



Continual Improvement



Increase Productivity



Maximize Revenues

# REDUCTIONS

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2008-09

• \$13,165

2009-10

• \$95,393

2010-11

• \$142,243

# IMPACT OF REDUCTION MODE

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1

Not meeting  
scheduled  
collections

3

Violating  
NTMWD  
contractual  
agreement

2

Increasing  
overtime

4

Morale

# COST OF SERVICE

<b>Service</b>	<b>Cost</b>
Compost	\$1.22
Sustainability	\$0.16
Live Green Expo	\$0.15
Refuse Collection	\$7.13
Recycling Collection	\$2.05
Yard Trimming Collection	\$2.71
Environmental Education	\$0.91
Bulky Waste Collection	\$0.62
Special Paid Collection	\$0.16
Household Chemical Collection	\$0.18
Litter Collection	\$0.41
Commercial Recycling	(\$0.03)
<b>TOTAL</b>	<b>\$15.67</b>

# FUND SUMMARY

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```
graph LR; A((Transfers to General Fund)) --> B((Residential Rates)); B --> C((Working Capital));
```

Transfers  
to  
General  
Fund

Residential  
Rates

Working  
Capital

“.....I just wanted to tell you how appreciative I am to have that kind of service and how proud you must be to have this young man as an employee. This is just another of the many reasons why it is so great to live in Plano.”

Sincerely,  
Jim Lane

Services Offered	CITIES SURVEYED 2011												
	Denton	Allen	Garland	Mesquite	Carrollton	Dallas	Richardson	Ft. Worth	Grand Prairie	Irving	Arlington	Frisco	McKinney
<b>Refuse</b>	1 x week	1 x week	1 x week	2 x week	1 x week	1 x week	2 x week	1 x week	2 x week	2 x week	2 x week	1 x week	1 x week
<b>Bulky</b>	call in to schedule; limited to 4 items per month; fees apply to renovation materials	1 x month; Paid Special Collections Available	1 x week	1 x week	1 x week	1 x month	1 x week; no construction materials	1 x month up to 10 cubic yards; additional \$75 for each 5 cy to 20 cy	1 x week	1 x week	Scheduled	1 Saturday per month; limited to 3 large items	Scheduled; limited to 1xmonth
<b>Landscape Waste</b>	1 x week City owned composting facility	Brush 1 x month by appmt; clippings 1 x week; composted	1 x week; City takes to City owned facility	1 x week, city owned compost facility	Tied & bundled w/Bulky collection	No	Called in as special collection	1 x week up to 10 cubic yards	1 x month	1 x week	1 cy at a time bundled & tied	1 x week	1 x week, limited to 10 bags or bundles
<b>Recycling</b>	1 x week	Every other week	Every other week	1 x week	Every other week	1 x week	1 x week; special bag required	1 x week	1 x week	1 x week	1 x week	1 x week	1 x week
<b>KPB</b>	Yes	Yes	Yes	NO	NO	Yes	NO	NO	Yes	NO	NO	Yes - verify if funded in solid waste or general fund	NO
<b>HHW</b>	Curbside collection on call-in basis, 1 x week	Curbside scheduled by apptmt. Cost \$0.57 per HH per month	Drop-off in Dallas	Drop-off in Dallas	Curbside collection; call to schedule	Drop-off	Drop-off in Dallas	Drop-off	1 x month; City owned mobile-unit	Drop-off in Ft. Worth	Drop-off in Ft. Worth	Drop-off; limited hours	1 x week; call to schedule
<b>Litter Collection</b>	No	Contract for litter collection in medians;	No	No	No	No	No	No	Have a contract for litter collection - funded in solid waste fund	No	No	No	No
<b>Free Disposal</b>	No	2/month	Yes	1xmonth	1 x month on Saturdays	1 landfill, 3 transfer stations	2xmonth	Yes	1xmonth	Yes	No	2xmonth	2/month

Services Offered	CITIES SURVEYED 2011												
	Denton	Allen	Garland	Mesquite	Carrollton	Dallas	Richardson	Ft. Worth	Grand Prairie	Irving	Arlington	Frisco	McKinney
								32 Gallon Garbage Cart \$12.75 a month; 64 Gallon Garbage Cart \$17.75 a month; 96 Gallon Garbage Cart \$22.75 a month					
Monthly Rate	Large cart - \$21 for 1 cart; \$38 for 2 carts. Medium cart - \$18.65. Small cart - \$16.45. Plus \$5.05 for recycling	15.02 + .57 (HHW) = \$15.59	\$16.58	\$16.50	\$15.73	\$20.34	\$18.00 (\$13.80 for over 65)		\$11.89; plus \$20 for recycling (\$12.89 senior/disabled reduced rate)	\$18.25	\$11.94	\$11.00	\$15.36
Proposed Rate Adjustment for 2011-12													
	Denton	Allen	Garland	Mesquite	Carrollton	Dallas	Richardson	Ft. Worth	Grand Prairie	Irving	Arlington	Frisco	McKinney

2009-10 Final Cost of Service	Sustainability	Expo	Administration	Collections	Refuse	Recycling	Yard Trimmings	Environmental Ed & Community Outreach	Special Waste	Bulky Waste	Paid	HCC	Litter	Compost Operations	Commercial Recycling	
<b>EXPENDITURES</b>																
<b>Personal Services</b>																
Salaries & Benefits	68,217		645,876	2,625,442	1,034,424	740,375	850,643	580,628	516,408	134,266	66,100	131,684	184,358	990,177	413,841	
Overtime		10,938	937	95,558	18,156	14,334	63,068	196	7,000	5,586	672	182	560	121,357	2,800	
Milestone Award																
Busn Plan Incentive	416		5,730	30,763	12,121	8,675	9,967	4,652	7,200	1,872	922	1,836	2,570	11,258	6,300	
Car Allowance			8,520													
Reimbursement (Yarcus)																
<b>Personal Total</b>	<b>68,633</b>	<b>10,938</b>	<b>661,063</b>	<b>2,751,763</b>	<b>1,064,701</b>	<b>763,384</b>	<b>923,679</b>	<b>585,476</b>	<b>530,608</b>	<b>141,724</b>	<b>67,694</b>	<b>133,702</b>	<b>187,488</b>	<b>1,122,792</b>	<b>422,941</b>	<b>6,154,214</b>
<b>Materials/Supplies</b>																
Office Supplies	441	85	2,345	1,728	681	487	560	2,961	13	3	2	3	5	2,000	3,184	
Postage	16,548	-	-	5,437				21,890						-	-	
Publications	-							8,848								
Food	190	-	167	4,216	1,661	1,189	1,366	6,773	193	50	25	49	69	207	580	
Wearing Apparel		2,006	228	13,089	5,157	3,691	4,241	2,220	3,009	782	385	767	1,074	4,133	427	
Minor Apparatus	8,342	559	2,018	5,587	2,201	1,576	1,810	81,293	12,371			12,371		5,279	292	
Laundry, Cleaning			35	534	210	151	173	71	71	18	9	18	25	1,159		
Medical & Surgical				2,473	974	697	801	51	345	90	44	88	123	223		
Chemical				1,446	570	408	469		8				8			
Educational & Rec		340						4,839								
Botanical & Agri								-								
Sand, Clay & Loam														83,188		
Maint, Parts, Supp			4	2,535	999	715	821	87	624			624		2,124		
Radios Non-capital																
Software, Non-capital	645		645					2,807								
Hardware, non-capital				4,052				2,570								118
LW Bags				37,780			37,780	49	638				638			
Items for Resale																
<b>Materials/Supp Total</b>	<b>26,166</b>	<b>2,990</b>	<b>5,442</b>	<b>78,877</b>	<b>12,454</b>	<b>8,913</b>	<b>48,021</b>	<b>134,388</b>	<b>17,272</b>	<b>944</b>	<b>465</b>	<b>13,921</b>	<b>1,942</b>	<b>98,313</b>	<b>4,601</b>	<b>368,049</b>
<b>Contractual</b>																
Outside Printing	53,825	19,153	252	3,828	1,508	1,079	1,240	31,903	-	-				962	218	
Mileage Reimb	376							1,174						5,484	2,171	
Convention Services		20,895														
Advertising		42,893						-								
Travel	429	370	6,937	8,108	3,195	2,286	2,627	7,040	23					4,611	-	
Training	-		-	470	185	133	152	1,671	525			525		468	150	
Contracts - Prof.	4,700	51,817		463,812			463,812	25,650	75,787	75,787				30,643	3,739	
Maintenance Agree				6,000	2,364	1,692	1,944	601								
Contractual Repair				-	-	-	-	-						350,071		
Disposal				2,810,082	2,585,275				224,807	144,719	71,657		8,430			
Contracts Other	1,813	5,648	100	730,519	376,217	352,110		15,434	19,374			19,374		4,894	5,949	
Cellular Air Time	10	486	2,895	5,684	2,239	1,603	1,842	3,543	710	185	91	181	253	3,398	2,535	
Utilities - Downtown				10,011	10,011											
Utilities - Electric														7,238		
Utilities - Water									681			681		4,924		
PC Replacement			4,060	8,838	3,482	2,492	2,864	356	1,139					2,728	1,466	
Municipal Garage	305			2,069,439	1,080,247	608,415	380,777	1,022	159,780	66,468	31,956	8,628	52,727	357,632	64,039	
Equipment Replacement			235	745,564	401,039	206,819	137,706	3,125	59,788	31,437	9,148	5,883	13,321	562,815	74,511	
Equipment Rental		12,726		-	-	-	-	1,773	1,054			1,054		15,725		
Copy Machine Rental				766	1,616	637	456	524								
Print Shop	30			600	772			7,287	109					724	60	
Leased Space															832	
<b>Contractual Total</b>	<b>61,488</b>	<b>153,988</b>	<b>15,845</b>	<b>6,864,743</b>	<b>4,466,400</b>	<b>1,177,086</b>	<b>993,487</b>	<b>101,926</b>	<b>543,777</b>	<b>318,596</b>	<b>112,852</b>	<b>36,326</b>	<b>74,732</b>	<b>1,352,317</b>	<b>155,670</b>	<b>6,439,672</b>
<b>Sundry</b>																
Plaques & Awards	-		8,174	10,283	4,052	2,900	3,332	7,005	3,340	868	428	852	1,192	2,580	488	
Associations	2,956		356	573	226	162	186	1,028	191	50	24	49	68	1,517	593	
Licenses, Certificates				310	122	87	100			-	-	-	-	133		
Sales Tax Expense		34		2,691	1,386	1,297		168	268		268			33,301		
Bad Debt																
Freight	92	-	26	86	34	24	28	453	363		363			172	39	
Credit Card Charges			(341)											11,278		
Miscellaneous	11,700															
<b>Sundry Total</b>	<b>14,748</b>	<b>34</b>	<b>8,215</b>	<b>13,943</b>	<b>5,819</b>	<b>4,470</b>	<b>3,646</b>	<b>8,654</b>	<b>4,162</b>	<b>918</b>	<b>1,083</b>	<b>900</b>	<b>1,261</b>	<b>48,981</b>	<b>1,120</b>	<b>99,857</b>
<b>Operating Expenditures</b>	<b>171,035</b>	<b>167,950</b>	<b>690,565</b>	<b>9,709,326</b>	<b>5,549,373</b>	<b>1,953,853</b>	<b>1,968,832</b>	<b>830,444</b>	<b>1,095,819</b>	<b>462,182</b>	<b>182,093</b>	<b>184,850</b>	<b>265,423</b>	<b>2,622,403</b>	<b>584,332</b>	<b>15,871,873</b>
<b>Departmental Overhead</b>	<b>32,595</b>	<b>39,155</b>		<b>368,347</b>	<b>145,129</b>	<b>103,874</b>	<b>119,345</b>	<b>30,385</b>	<b>114,703</b>	<b>29,823</b>	<b>14,682</b>	<b>29,249</b>	<b>40,949</b>	<b>62,151</b>	<b>42,953</b>	

