PROGRAM IMPROVEMENT DECISION PACKAGE

Fund	Department	Division	Dept Rank	City Rank
1	1054	544	1	

TYPE OF PROGRAM ADJUSTMENT

DESCRIPTION OF PROGRAM

Risk Management Specialist. This new position will provide entry level professional/technical support to the Risk Management Division. The Risk Management Specialist will assist the Risk Manager with claims/self-administration activities such as coordinating the investigation or general liability, auto liability, and workers' compensation claims; accurately maintaining records and the Risk Management Information System; initiating subrogation recoveries from responsible parties; and workers' compensation claim case management. This position will in addition assist the Risk Manager with loss analysis and reporting, and maintenance of the City's portfolio of insurance coverages.

BENEFITS OF FUNDING PROGRAM

The addition of an entry level professional/technical staff to the Risk Management Division will increase the Risk Manager's productivity and ability to address ever increasing requests and demands for service and assistance from City Department Directors and Supervisors. This position will allow the Risk Manager to delegate higher level technical and clerical tasks and alleviate the volume of work that currently overwhelms the Risk Management Division. Additional staffing will allow for improved service delivery that currently suffers and allow for more comprehensive and timely investigation and response to claims.

ESTIMATE AND EXPLANATION OF NEW REVENUE

The Risk Management Division provides both self-insurance and self-administration services for several programs for far less of an administrative cost than the City would incur under third party administration. Maintaining self-administration and insurance has also allowed the City greater flexibility, internal control, and personal care of its injured workers. Continuing to be able to provide such effective administration has been and would continue to provide cost savings to the City of Lawrence. In addition, effective Risk Management Programs over time allow for the retention of revenue otherwise lost to accidents and injuries. Effective Risk Management programs impact productivity of revenue producing departments and reduce the potential of accidents and injuries to interfere with the organization's financial stability and ability to fulfill its mission. Because risk is inherent in most productive activities, even the most conscientious efforts cannot eliminate all risk. They can, however, help avoid or reduce the impact of risk on operations.

CONSEQUENCES OF NOT FUNDING PROGRAM

Inadequate staffing of the Risk Management Division remains a significant and increasing concern. The Division has remained at its current staffing level since 1987 although the number of City employees has increased more than 46% since 1992. The current staff is overwhelmed and stressed with the volume and complexity of work and is unable to maintain the service level that is expected. Additional staffing to the Risk Management Division is becoming critical. Current staffing levels are insufficient to develop and implement effective comprehensive loss control programs or provide service at best practices level and may jeopardize our ability to manage self-administered programs.

POSITIONS INVOLVED IN PROGRAM IMPROVEMENT

Existing Risk Manager and Administrative Services Director

PROGRAM IMPROVEMENT DECISION PACKAGE

Fund 1	Department 1053	Division 544	Dept Rank 5	City Rank

TYPE OF PROGRAM ADJUSTMENT

DESCRIPTION OF PROGRAM

HUMAN RESOURCE INFORMATION SYSTEM (HRIS) Software as recommended by GRI Research in the Final Report for the City Commission directed 2002 Employee Survey. The relationship between job satisfaction and unnecessary labor costs has been well established. Turnover, absenteeism, workplace accidents, overtime, and low productivity stem, in part, from low morale and job dissatisfaction. Therefore, an accurate "labor costs" measuring and reporting system is necessary for monitoring the impact of various program initiated to improve employee satisfaction (e.g., implementing a management/leadership program, providing customer relations training, etc.).   An HRIS system would allow Personnel to generate departmental labor statistics monthly or each payroll period to include information on overtime hours worked, absenteeism, accidents, and disciplinary actions.

The following is a summary of the information that the HTE HRIS system contains:
Employee Demographics; Salary and Benefits; Attendance;Leave of Absence Information; Position Control;Certifications; and Applicant tracking (including the storage of the applicant and hiring process with key points and ratings). A wide array of reports can be easily created to provide some or all of the above-mentioned information.

In addition the HTE HRIS system would interface with HTE Payroll Systems — Make additions, changes, or deletions to demographic information in Human Resources, and have those updates reflected in the Payroll software application. Automatically check Payroll to ensure a valid vacancy exists before adding a position in Human Resources.

BENEFITS OF FUNDING PROGRAM

Ability to track and report on the employment areas listed above as recommended by GRI. The City can then effectively analyze and determine root causes to a variety of employment issues. This will allow the City to improve customer service, employee satisfaction, employee attendance and performance issues.

ESTIMATE AND EXPLANATION OF NEW REVENUE

Implementation of system will allow City management to track and analyze a variety of employment data. Information obtained will allow for City management to develop and implement appropriate improvement programs in the areas of employee satisfaction, reduced absenteeism/improved attendance, management performance issues and employee selection procedures.

CONSEQUENCES OF NOT FUNDING PROGRAM

City management will not be able to identify the root cause employment deficiencies such as excessive absenteeism, poor performance or supervisor training. In the absence of such data, City management will be forced to use antidotal data in evaluating employee satisfaction, turnover, absenteeism and a other performance indicators. Hence City management will not be able to development any meaningful performance improvement initiatives in the area of human capital.

POSITIONS INVOLVED IN PROGRAM IMPROVEMENT
No additional positions needed. However, a consultant may be necessary to help select and
implement the system.

FINANCING OF PROGRAM

	FIRST YEAR	SECOND YEAR	THIRD YEAR
PERSONAL SERVICES			
CONTRACTUAL SERVICES	$ 18,000		
COMMODITIES	$ 100,000	$ 10,000	$ 10,000
CAPITAL OUTLAY			
TOTAL COST	$ 118,000	$ 10,000	$ 10,000
SAVINGS FROM FUNDING PKG.			
NET COST	$ 118,000		
ANNUAL COST (IF DIFFERENT FROM NET)	$ 118,000		

PROGRAM IMPROVEMENT DECISION PACKAGE

PERSONAL SERVICES

10-01	Regular Salaries		
10-02	Overtime		
10-04	Longevity Pay		
10-04	Holiday Pay		
10-06	Part-time Salaries		
12-01	FICA	$ -	
12-02	Unemployment	$ -	
12-03	KPERS	$ -	
12-06	Life Insurance		
	Subtotal		$ -

CONTRACTUAL SERVICES

HRIS Consultant		$ 18,000
Subtotal		$ 18,000

COMMODITIES

HRIS Software		$ 100,000
Subtotal		$ 100,000

CAPITAL OUTLAY

Subtotal		$ -

TOTAL		**$ 118,000**

PROGRAM IMPROVEMENT DECISION PACKAGE

Fund 1	Department 1050	Division 542	Dept Rank 4	City Rank

TYPE OF PROGRAM ADJUSTMENT

DESCRIPTION OF PROGRAM
HTE Click2Gov Business License Software. This software would allow citizens to complete routine tasks associated with business and occupational licenses. Citizens would be able to search for licenses, renew licenses and pay for them, and determine the impact of changes on a license.

BENEFITS OF FUNDING PROGRAM
The HTE Click2Gov Business License software would increase the efficiency of the City Clerk's office. It would expedite license processing and enable some questions to be answered without staff consultation. External and internal customers would be able to get preliminary answers to questions about licenses, without waiting for staff assistance. This would take out a timely step in the customer service equation, which is important to both the customer and City staff. The program would allow the City Clerk's office to provide services 24 hours a day, 7 days a week, by providing citizens the opportunity to perform routine licensing tasks over the Internet. The number of phone calls and walk-in customers to the City Clerk's office, regarding license research requests, would be greatly reduced allowing for greater productivity.

ESTIMATE AND EXPLANATION OF NEW REVENUE
Implementation of software would allow staff time to be used more efficiently. Staff would have more time to spend on other required daily tasks and would therefore cut down on the amount of staff overtime.

CONSEQUENCES OF NOT FUNDING PROGRAM
Overtime will continue to raise as the volume of daily tasks continues to increase. Customer service would not be as efficient as it could be by using modern technology to expedite requests, applications, and the answering of questions.

POSITIONS INVOLVED IN PROGRAM IMPROVEMENT
No additional position needed.

FINANCING OF PROGRAM

	FIRST YEAR	SECOND YEAR	THIRD YEAR
PERSONAL SERVICES			
CONTRACTUAL SERVICES	$ 10,040	$ 1,410	$ 1,410
COMMODITIES			
CAPITAL OUTLAY			
TOTAL COST	$ 10,040	$ 1,410	$ 1,410
SAVINGS FROM FUNDING PKG.			
NET COST	$ 10,040		
ANNUAL COST (IF DIFFERENT FROM NET)			

PROGRAM IMPROVEMENT DECISION PACKAGE

PERSONAL SERVICES

10-01	Regular Salaries		
10-02	Overtime		
10-04	Longevity Pay		
10-04	Holiday Pay		
10-06	Parttime Salaries		
12-01	FICA		
12-02	Unemployment		
12-03	KPERS		
12-06	Life Insurance		
	Subtotal		$ -

CONTRACTUAL SERVICES

Click2Gov Software		$ 10,040
Subtotal		$ 10,040

COMMODITIES

Subtotal		$ -

CAPITAL OUTLAY

Subtotal		

TOTAL	**$ 10,040**

PROGRAM IMPROVEMENT DECISION PACKAGE

Fund	Department	Division	Dept Rank	City Rank
1	1053	543	2	

TYPE OF PROGRAM ADJUSTMENT

DESCRIPTION OF PROGRAM

EMPLOYEE ASSISTANCE PROGRAM (EAP) is a confidential, comprehensive program to provide short term counseling services to city employees for the purposes of addressing psychological, financial, vocational, legal, marital, domestic, stress, substance abuse and other non-work related issues. If unaddressed, these areas have been closely linked to increased lost work days and medical costs, and reduced productivity. All of these issues can be detrimental to both the employee and the City. EAPs are cost-effective risk reduction systems which help organizations deal effectively with those employees whose productivity has been, or will be, severely affected by psychological or other problems which may otherwise go undetected and untreated (estimated ROI is over $8.00 for every $1 invested in EAP). There are times when co-workers or management may be aware of these problems years before they openly surface on the job as job performance or attendance problems which manifest themselves at levels requiring high cost medical care. The supervisor is responsible for measuring employee performance, but detecting the root cause of the problem may be impossible without an external, confidential, trained resource found in an EAP. An EAP program would be available for employees to access on their own in a confidential setting or for supervisors to refer employees when their job performance or attendance is or may be affected by circumstances outside the workplace (examples are long term family illnesses, thoughts of suicide, divorce, death of family members or co-workers, financial hardships, children who are struggling in school, substance abuse). Employees can also access these programs for short term counseling when there is a work related incident with which the employee is having difficulty coping (traumatic incidents for our public safety personnel, death of a co-worker).

EAP PROGRAM COMPONENTS
• Dedicated Helpline: Toll-free number for 24 hour/365 days access to screening and triage by licensed behavioral health professionals
• Assessment and Referral: Facilitating access to the EAP, appropriate community resources or the health plan
• Short-Term Counseling Model: Face-to-face sessions for employees and their benefit-eligible dependents
• Legal and Financial Referrals: Referral for face-to-face and telephonic consultation on a wide range of legal and financial issues plus online resources
• Family Resource Service: Referral to community agencies offering child and elder care plus online resources
• Manager/Supervisor/HR Telephone Consultation: Discussion with an EAP clinician regarding concerns about employee situations plus online resources
• Formal Management Referrals (FMR): Structured process for dealing with employee performance issues

- Orientation: Comprehensive initial program including on-site sessions for employees and Supervisory Training
- Training: Additional hours of on-site orientation and training every year
- CICI (Critical Incident Crisis Intervention): Emergency on-site support
- Promotional/Educational: On-going materials to promote utilization
- Reports: Quarterly utilization reports
- Account Management: A liaison to provide promotional materials, ongoing consultation and program evaluation
- Interactive Web Site: On-line resources for health and life-planning information
- Discounted Fees: On additional services, including Department of Transportation/ Substance

BENEFITS OF FUNDING PROGRAM

Marsh and McLennan Companies (1994) surveyed 50 companies who had implemented an EAP. They reported an average of 21% decrease in absenteeism, 17% decrease in on-the-job accidents and a 14% increase in productivity.

An Employee Assistance Professional Association of America survey of employers demonstrated consistent reductions in workplace issues when a full service EAP was implemented. The survey showed a 33% decrease in use of sick leave, 65% decrease in workplace accidents, 30% decrease in work comp claims and 35% reduction in health plan claims.

Campbell Soup conducted a pilot study prior to introducing and EAP. The program was implemented in three plants then compared with data at there comparable plants where the program was not implemented. After one year, the plants with an EAP saw a reduction in mental health costs of 28% while non-EAP sites saw a 20% increase in mental health costs. Worker's compensation reportable accidents were reduced by 19% while non-EAP sites experienced an increase of 22%.

ESTIMATE AND EXPLANATION OF NEW REVENUE

Return on Investment of over $10.00 for every $1.00 invested in an EAP program as determined by Employer Health Systems ROI calculator.

CONSEQUENCES OF NOT FUNDING PROGRAM

In the past twelve months the Administrative Services Department helped secure outside counseling services for both the Police and Fire Departments following separate traumatic incident that affected several personnel. On an individual basis all departments have had supervisors seek assistance for individual employees requesting short term counseling for a variety of circumstances that were affecting job performance including drug and alcohol use, marriage counseling, situational depression, grief counseling.

The Administrative Services Department does not have a certified counselor on staff and is left in a situation of offering support for employees while lacking the professional credentials. Employees are haphazardly referred out to other community resources. May do not have the financial ability to pay for these professional services and are left without any certified professional assistance. Those who have taken advantage of the outside resources consistently return to the workplace with reduced absenteeism and increased productivity. Those who choose to forgo additional counseling often continue to experience the performance or attendance problems that their supervisors were seeking to modify, often resulting in disciplinary actions and/or separation.

POSITIONS INVOLVED IN PROGRAM IMPROVEMENT

The Personnel Office of Administrative Services would coordinate administration of this program with a third party provider. The Director of Administrative Services, Personnel Manager, Risk Manager, Benefits Specialist and all of the City's supervisors would utilize the program with their employees. It would be available to all regular City employees.

FINANCING OF PROGRAM

	FIRST YEAR	SECOND YEAR	THIRD YEAR
PERSONAL SERVICES	$ -		
CONTRACTUAL SERVICES	$ 25,000	$ 20,000	$ 20,000
COMMODITIES	$ -		
CAPITAL OUTLAY	$ -		
TOTAL COST	$ 25,000	$ 20,000	$ 20,000
SAVINGS FROM FUNDING PKG.			
NET COST	$ 25,000		
ANNUAL COST (IF DIFFERENT FROM NET)	$ 25,000		

PROGRAM IMPROVEMENT DECISION PACKAGE

PERSONAL SERVICES

10-01	Regular Salaries		
10-02	Overtime		
10-04	Longevity Pay		
10-04	Holiday Pay		
10-06	Part-time Salaries		
12-01	FICA		
12-02	Unemployment		
12-03	KPERS		
12-06	Life Insurance		
	Subtotal		$ -

CONTRACTUAL SERVICES

EAP PROVIDER	$	20,000	
RFP CONSULTANT	$	5,000	
Subtotal			$ 25,000

COMMODITIES

Subtotal		$ -

CAPITAL OUTLAY

Subtotal		$ -

TOTAL	**$ 25,000**

PROGRAM IMPROVEMENT DECISION PACKAGE

Fund	Department	Division	Dept Rank	City Rank
1	1053	543	3	

TYPE OF PROGRAM ADJUSTMENT

DESCRIPTION OF PROGRAM

STAFF DEVELOPMENT AND EDUCATION PROGRAM (MANAGEMENT AND EMPLOYEE TRAINING).
Provide an ongoing, coordinated management/supervisory education and staff development program as a proactive measure to reduce the City's risk and liability for a variety of employee issues and to increase customer service.

In the past six months several Management Team committees have reported the need for additional staff training for the projects they were assigned to research. Recommendations have been seen in documents produced by:
Attendance Sub-Committee of the Management Team
Risk Management Sub-Committee of the Management Team
Overtime Sub-Committee of the Management Team
Customer Service Sub-Committee of the Management Team
Management Team on the topics of:
    City Compensation Program
    Performance Measurement
    FMLA policy
In addition other city wide committees have recommended staff or supervisor training:
Health Care Committee for supervisors on HIPAA and other medical information compliance
Job Evaluation Committee on City's internal job evaluation system and pay programs

Several years ago the Administrative Services Department invited representatives of all the larger departments to discuss the issue of management training. The group clearly stated that their management staff needed 1) the ability to interact with supervisors in different departments; and 2) meaningful training on basic workplace management issues dealt with on a daily basis. They specifically indicated that they wanted Administrative Services staff to offer the training, specializing the topics to meet our own policy and procedure guidelines. They did not want canned information that just covered the law. They felt it was necessary for Administrative Services to transform the information from legislation and regulation into their application to common examples that are in the workplace. They felt that Administrative Services needed to fulfill this function for several reasons:
1. Administrative Services had the technical knowledge;
2. Administrative Services has the ability to apply it to our policies and procedures;
3. It would provide consistency in educational efforts City wide;
4. Information could be tailored to address specific departmental situations and give real life examples.
A coordinated supervisor and management education program would also allow education sessions to build upon themselves over time with the first year being the basic most critical information and following years add new topics or expand in an advanced nature with repeated topics to provide controlled and constant development of supervisory staff (not just hit and miss information which is the method currently used).

With multiple new supervisors and management personnel each year it is imperative that the City give new staff the knowledge and tools necessary to lead the organization according to established performance and customer service guidelines. To that end, Administrative Services has developed a program that will give our managers the tools they need to:
1. work through numerous employee relation issues;
2. give our staff the information they need to deliver customer service at levels to meet our community's customer service standards;
3. provide a regular peer group forum for managers and supervisors (similar to the Mid-Management Team from the recent past) to use each other as resources as well as to reinforce the formal training by getting feedback on what has worked/not worked since the last training session;
4. provide regular programming that will build the knowledge level of our supervisors allowing them to develop and fine tune management skills from year to year.

5. Bi-monthly management/supervisor education sessions which build off the information learned in the New Manager/Supervisor Education classes. Departments have requested topics on Performance Evaluations (how to write effective evaluations, how to conduct them with staff, how to do a development or improvement plan, why we do evaluations, what to do year round so the annual evaluation isn't so daunting, how to handle mid year changes in supervisors, how to work with difficult employees, FMLA, FLSA, ADA, how to work with displaced employees, how to administer the City's Drug and Alcohol Policy (steps to take for reasonable suspicion testing), what to do when a supervisor receives a complaint of sexual harassment or discrimination, what to do in the case of a workplace injury, how to run a better selection/interview process and why we do what we do. (all supervisory and management staff);
6. Plug into existing programs when possible such as the University of Kansas STEP program. (managers and supervisors);
7. Wellness Education programs (all employees);
8. Financial and/or Retirement Planning workshops (all employees);
9. Employee Benefits Education programs (all employees);
10.Customer Service Education (all employees with significant customer service responsibilities both internal and external).

This program will allow the City's workforce to remain current with a continually expanding management requirements resulting from litigation and new legislation, the need for consistency mandates a more standardized and coordinated Citywide employee training and education program. The program would consist of:
1. Annual Sexual Harassment and Diversity Training (all employees);
2. Annual Driver's Safety Education/Training in conjunction with Risk Management's proposed Driver's Safety Program (all city staff operating motor vehicles);
3. New Employee Orientation (current program would be included in this program);
4. New Manager/Supervisor Education program to include sections on City policy, conducting performance evaluations with the City's performance tool. purchasing/finance policies procedures, payroll/personnel policies and procedures, computer/e-mail/outlook systems, etc. (all new staff to supervisor and management positions)

BENEFITS OF FUNDING PROGRAM

Current management and supervisor education activities for City staff are sporadic at best. Lack of proper preparation time or regular reinforcement have left current programs below standards for effective adult education. Coordinated employee education programs for employee relation issues and customer service are nearly non-existent. There are multiple management and employee issues that are consistent across department lines. Staff with personnel and/or risk management experience are best qualified to prepare and conduct such education programs.   This program will give departments the ability to have their staff trained in procedures and practices that will keep the City in legal and regulatory compliance, enable our supervisory staff to recognize and respond knowledgably to employee conflict and performance issues, provide a forum for supervisors to learn from each other in a safe environment. Supervisors who are well-trained and comfortable with employee relation issues will allow Administrative Services staff to serve as educators prior to problems taking place (proactive) rather than providing the steps for resolution once an issue has developed into a serious problem (reactive). It will also allow for consistency in the methods utilized by supervisory staff in problem resolution. The City will be better prepared to handle similar employee relations issues a similar manner cross-departmentally. Better coordination in employee and supervisor education will allow for employee coaching and counseling on a professional proactive basis. Effects of better training include, increased employee productivity due to best practices efficiency gains, decreased injuries and sick leave, increased overall morale, and increased employee satisfaction among supervisors due to increased levels of competence and confidence with employee relations issues. Increased legal defense expenses will also be slowed by providing more adequate training in hiring/firing, sexual harassment, and discrimination grievance situations. Lastly, the program will allow Administrative Services to educate supervisors as a group rather than one-on-one during the problem resolution stage which is immensely more cost effective. Risk Management will receive the benefit of an improved, consistent accident investigation procedure, improved risk due to coordinated and continual driver's safety education and staff more comfortable with using the reasonable suspicion drug and alcohol testing. This program is not intended to preempt ongoing technical training operations in the police, fire and other departments, it is merely to supplement those training efforts with education on supervisory and employee relations topics and other educational areas as requested by departments.

ESTIMATE AND EXPLANATION OF NEW REVENUE

No new revenue, but will impact retained earnings in reducing the costs of potential litigation, work time spent on resolving employee issues, better reporting, investigation and analysis by supervisory staff will reduce future liability costs. The program would reduce the amount of routine phone calls from City staff and allow more time to be spent on various proactive programs. And most importantly it will have a City-wide impact on the organizational effectiveness with regard to employment and risk reduction issues.

CONSEQUENCES OF NOT FUNDING PROGRAM

Increased legal liability to the City due to inconsistently or poorly enforced employee relations issues.   Poor customer service issues.

POSITIONS INVOLVED IN PROGRAM IMPROVEMENT

New position - Personnel Specialist, paygrade 113

FINANCING OF PROGRAM

	FIRST YEAR	SECOND YEAR	THIRD YEAR
PERSONAL SERVICES	$ 54,185	$ 58,601	$ 63,377
CONTRACTUAL SERVICES	$ 6,000	$ 600	$ 600
COMMODITIES	$ 9,500	$ -	
CAPITAL OUTLAY	$ -		
TOTAL COST	$ 69,685	$ 59,201	$ 63,977
SAVINGS FROM FUNDING PKG.			
NET COST	$ 69,685		
ANNUAL COST (IF DIFFERENT FROM NET)	$ 69,685		

PROGRAM IMPROVEMENT DECISION PACKAGE

PERSONAL SERVICES

10-01	Regular Salaries	$	46,429	
10-02	Overtime	$	-	
10-04	Longevity Pay	$	-	
10-04	Holiday Pay	$	1,512	
10-06	Part-time Salaries	$	-	
12-01	FICA	$	3,552	
12-02	Unemployment	$	1,161	
12-03	KPERS	$	1,495	
12-06	Life Insurance	$	36	
	Subtotal	$	54,185	$ 54,185

CONTRACTUAL SERVICES

Topic Specific Education Resources rented or contracted for such as videos or topic specific speakers can be funded from the Personnel Departments current Training Budget.		
Training materials	$ 5,000	
Professional Dev.	$ 1,000	
Subtotal	$ 6,000	$ 6,000

COMMODITIES

Computer	$ 2,500	
Printer	$ 1,000	
Laptop/Projector	$ 6,000	
Subtotal	$ 9,500	$ 9,500

CAPITAL OUTLAY

Subtotal	$ -	$ -

TOTAL		$ 69,685

FINANCING OF PROGRAM

	FIRST YEAR	SECOND YEAR	THIRD YEAR
PERSONAL SERVICES	$ 44,984	$ 47,233	$ 49,594
CONTRACTUAL SERVICES	$ 5,500	$ 500	$ 500
COMMODITIES	$ 3,200		
CAPITAL OUTLAY			
TOTAL COST	$ 53,684	$ 47,733	$ 50,094
SAVINGS FROM FUNDING PKG.			
NET COST	$ 53,684		
ANNUAL COST (IF DIFFERENT FROM NET)	$ 53,684		

PROGRAM IMPROVEMENT DECISION PACKAGE

PERSONAL SERVICES

10-01	Regular Salaries		$	44,984
10-02	Overtime			
10-04	Longevity Pay			
10-04	Holiday Pay		$	2,076
10-06	Parttime Salaries			
12-01	FICA		$	3,441
12-02	Unemployment		$	112
12-03	KPERS		$	1,448
12-06	Life Insurance		$	1
	Subtotal		$	52,064

CONTRACTUAL SERVICES

Professional Development and Training		$	500
Riskmaster User License		$	5,000
Subtotal		$	5,500

COMMODITIES

PC/Printer		$	2,400
Workstation		$	800
Subtotal		$	3,200

CAPITAL OUTLAY

Subtotal		$	-

TOTAL	**$**	**60,764**