

CITY OF APPLETON 2017 BUDGET

**FACILITIES AND
CONSTRUCTION MANAGEMENT**

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CITY OF APPLETON 2017 BUDGET

FACILITIES AND CONSTRUCTION MANAGEMENT

MISSION STATEMENT

Building communities and enriching lives where we live, work and play.

DISCUSSION OF SIGNIFICANT 2016 EVENTS

The Facilities Management Division provided operation and maintenance services for more than 1.2 million square feet of municipal buildings including, but not limited to, offices, park pavilions, municipal aquatic centers, vehicle garages, police and fire stations, a golf course and water and wastewater plants. The services provided included maintaining and inspecting all building systems, such as HVAC, electrical, plumbing, structural and fire systems and general services such as janitorial services, pest control and elevator maintenance. Additionally, support was provided in areas directly impacting City departmental missions such as fuel systems, vehicle exhaust systems, appliances, air compressors, UPS's and vehicle wash bays.

The focus continued on being proactive and providing a high quality of customer service. As a customer service department, it is essential that we meet the needs of our customers by improving the systems' reliability, reducing maintenance costs, ensuring safety, and providing productive environments to allow our customers to deliver City services at a high level. We do this through a robust preventive maintenance program and by getting to the root cause of system failures to improve reliability.

Our tradesmen continued to improve their skills and knowledge by maintaining their professional licenses, attending training and seeking ways to find new approaches, such as lean and predictive maintenance. Benchmark costs for maintenance and janitorial services is \$3.02 per square foot, as published by FM Benchmarking, compared to our cost of \$1.91. Expenses are controlled by employing in-house trades people to perform higher-cost skilled work while contracting out work requiring a lesser degree of skill which can generally be procured at a lower cost.

Construction management and planning services were performed for the renovation of Erb Pool and Park and the construction of the downtown Exhibition Center. In addition, various facilities audits to identify required capital improvements at several facilities were performed.

Capital improvement projects completed in 2016 included roof replacements at the Municipal Services Building and various park shelters; HVAC upgrades at the Municipal Services Building, Wastewater Treatment Plant and Water Plant; renovation of the Information Technology department which included new furniture and carpeting; lighting upgrades at Fire Station 3 and 5 and at City and Telulah Parks; replacement of the UPS system in Information Technology, and a laboratory remodel at the Wastewater Plant. Additionally, we continued to draw closer to our goal of ensuring our facilities are asbestos free. This year, we replaced asbestos flooring at the Wastewater Plant in conjunction with the laboratory renovation. Numerous other general projects were also completed to preserve and extend the useful life of the facilities. These type of projects include door replacements, flooring replacements, large-scale painting and various HVAC, plumbing and electrical upgrades.

Finally, the department remained diligent in its continued implementation of energy conservation and sustainability plans. The department considers sustainability when procuring products including the use of LED fixtures and the purchase of products utilizing recyclable materials when feasible. Since 2005, electrical usage has been reduced by over 30.3 million kWh's and natural gas usage reduced by over 1.2 million therms resulting in an approximately \$3.3 million in energy savings. We are proud of the fact that the City is far exceeding the initial goal of a 10% reduction established in 2005.

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FACILITIES AND CONSTRUCTION MANAGEMENT

MAJOR 2017 OBJECTIVES

Provide planning and project management services including construction oversight and representation related to new facilities (Erb Park and Pool and the Fox Cities Exhibition Center) and remodeling projects outlined in the capital improvement plan. Ensure all major facility maintenance projects meet project objectives and are completed on time and within budget.

Train staff to operate the new pools and aquatic features at Erb Park. The staff will require additional education, certification and training to operate the new systems efficiently and safely.

Maintain the roof management program including a complete roof inventory and condition analysis, long-term replacement and recondition plans, and an annual preventive and predictive inspection plan. Although the initial inspection and inventory of all roofs is complete, the goal now is to review each roof on a two year cycle. Severe weather and personnel access can cause unexpected damage. It is especially important to inspect the roofs that are nearing the end of their expected life span.

Emphasize maintenance activities while systematically reducing alterations, improvements, remodeling, and other non-maintenance activities. Simultaneously upgrade current facilities' conditions.

Implementation of corrective maintenance plan findings from facility audits performed in 2016. Continue performing audits on remaining facilities in 2017.

Continue to inventory, consolidate and, where necessary, create or obtain necessary facility documentation to better manage the facilities. Documentation includes site, architectural, structural, electrical, mechanical, plumbing, fire protection and furniture drawings.

Continue implementation of energy management and sustainability plans for facilities. Initiate program to install LED lighting in City parks and facilities where feasible.

Maintain a cost per square foot for maintenance and housekeeping under \$2.00 per square foot. Our current square foot benchmark is \$1.91, which is far below the industry's benchmark of \$3.02 as published by FM Benchmarking.

Continue to provide a high level of customer service by meeting or exceeding our customers' expectations for quality, timeliness and professionalism.

DEPARTMENT BUDGET SUMMARY							
Programs		Actual		Budget			% Change *
Unit	Title	2014	2015	Adopted 2016	Amended 2016	2017	
Program Revenues		\$ 2,510,216	\$ 2,687,372	\$ 2,706,656	\$ 2,706,656	\$ 2,735,528	1.07%
Program Expenses							
6330	Administration	284,759	295,504	323,889	326,173	342,809	5.84%
6331	Facilities Maintenance	2,226,041	2,325,454	2,382,767	2,391,690	2,402,219	0.82%
Total Program Expenses		\$ 2,510,800	\$ 2,620,958	\$ 2,706,656	\$ 2,717,863	\$ 2,745,028	1.42%
Expenses Comprised Of:							
Personnel		825,368	825,201	939,640	950,847	903,586	-3.84%
Administrative Expense		671,195	696,963	717,612	717,612	753,122	4.95%
Supplies & Materials		79,149	69,855	43,120	43,120	42,500	-1.44%
Purchased Services		22,134	23,520	27,194	27,194	29,604	8.86%
Utilities		58,438	55,446	67,772	67,772	59,377	-12.39%
Repair & Maintenance		854,516	949,973	911,318	911,318	956,839	5.00%
Capital Expenditures		-	-	-	-	-	N/A
Full Time Equivalent Staff:							
Personnel allocated to programs		10.23	10.25	10.25	10.25	10.25	

CITY OF APPLETON 2017 BUDGET

FACILITIES AND CONSTRUCTION MANAGEMENT

Administration

Business Unit 6330

PROGRAM MISSION

To provide a safe and productive physical environment which supports the departments and community in a safe, accessible, sustainable and cost effective manner.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategy # 1: "Determine City-wide priorities and budget accordingly", # 2: "Proactively pursue collaborative and cooperative agreements to meet the needs of the community", and # 5: "Encourage sustainability".

Objectives:

Provide quality cost-effective administrative management to support the internal and external services provided by the Facilities Management Division, including:

Strategic facilities planning	Major renovation project management
Office space and layout planning	New construction project management
ADA analysis	Move coordination

As well as performing a range of planning services, including:

Building assessment	Environmental programs
Preventive maintenance programs	Facility documentation
Energy programs	Space allocation records

Monitor the timeliness, professionalism and efficiency of staff, and the overall satisfaction with our services as perceived by our internal customers. Also, provide education and training opportunities for our employees to promote personal and professional growth and to meet federal, State and local guidelines.

Major changes in Revenue, Expenditures, or Programs:

The \$9,500 transfer out to the Capital Projects fund represents a contribution to the CEA replacement fund for the upgrade of the van for the Facilities Controls Technician. The current van is a Chevrolet Astro Van and that model is no longer available. In addition, this vehicle was originally part of Central Building Maintenance, which was given to the Facilities Management Department HVAC Controls Technician in 2007. The van did not meet the needs for carrying parts, did not have the necessary weight carrying ability, etc. The new vehicle will meet the needs of this position moving forward.

PERFORMANCE INDICATORS

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Target 2016</u>	<u>Projected 2016</u>	<u>Target 2017</u>
Client Benefits/Impacts					
Timely and organized support of departments					
% of customers who were satisfied with the services provided	95%	98%	100%	100%	100%
Strategic Outcomes					
Facilities projects/plans/studies completed in year scheduled	94%	95%	100%	100%	100%
Work Process Output					
# of capital projects completed	55	48	50	50	50

CITY OF APPLETON 2017 BUDGET

FACILITIES AND CONSTRUCTION MANAGEMENT

Administration

Business Unit 6330

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2014	2015	Adopted 2016	Amended 2016	2017
Revenues					
4710 Interest on Investments	\$ 12	\$ (52)	\$ -	\$ -	\$ -
4801 Charges for Services	2,505,371	2,681,821	2,702,156	2,702,156	2,731,028
5005 Sale of City Prop - Tax	221	376	-	-	-
5020 Donations & Memorials	-	-	-	-	-
5030 Damage to City Property	-	-	-	-	-
5035 Other Reimbursements	4,612	5,227	4,500	4,500	4,500
5082 Insurance Proceeds	-	-	-	-	-
Total Revenue	<u>\$ 2,510,216</u>	<u>\$ 2,687,372</u>	<u>\$ 2,706,656</u>	<u>\$ 2,706,656</u>	<u>\$ 2,735,528</u>
Expenses					
6101 Regular Salaries	\$ 133,768	\$ 137,430	\$ 142,935	\$ 145,219	\$ 139,187
6104 Call Time	-	114	-	-	-
6105 Overtime	2,670	5,145	2,500	2,500	2,263
6150 Fringes	42,620	40,393	47,356	47,356	58,353
6201 Training\Conferences	5,860	8,333	9,000	9,000	10,000
6206 Parking Permits	396	396	792	792	840
6301 Office Supplies	1,591	2,061	2,060	2,060	2,060
6302 Subscriptions	130	530	125	125	125
6303 Memberships & Licenses	814	996	1,000	1,000	1,000
6304 Postage\Freight	2,573	2,621	2,620	2,620	2,620
6305 Awards & Recognition	156	111	165	165	180
6307 Food & Provisions	205	116	220	220	240
6309 Shop Supplies & Tools	-	282	-	-	-
6315 Books & Library Material	825	1,631	1,000	1,000	1,500
6320 Printing & Reproduction	2,897	2,479	4,120	4,120	3,000
6321 Clothing	830	479	1,000	1,000	1,000
6323 Safety Supplies	2,799	1,100	2,000	2,000	2,000
6401 Accounting/Audit	1,804	1,886	2,530	2,530	2,000
6404 Consulting Services	4,837	6,733	6,500	6,500	6,500
6407 Collection Services	1,064	1,396	875	875	1,200
6412 Advertising	2,939	2,838	-	-	3,000
6413 Utilities	55,252	51,562	67,772	67,772	59,377
6501 Insurance	19,040	12,235	25,530	25,530	31,460
6599 Other Contracts/Obligations	1,689	1,637	3,789	3,789	5,404
7914 Trans Out - Cap Projects	-	13,000	-	-	9,500
Total Expense	<u>\$ 284,759</u>	<u>\$ 295,504</u>	<u>\$ 323,889</u>	<u>\$ 326,173</u>	<u>\$ 342,809</u>

DETAILED SUMMARY OF 2017 PROPOSED EXPENDITURES > \$15,000

None

CITY OF APPLETON 2017 BUDGET

FACILITIES AND CONSTRUCTION MANAGEMENT

Facilities Maintenance

Business Unit 6331

PROGRAM MISSION

Provide proactive, cost effective and quality facilities maintenance services that preserve and extend the useful life of the City's facility assets and to ensure reliable and dependable service for our internal and external customers.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategy # 1: "Determine City-wide priorities and budget accordingly", # 2: "Proactively pursue collaborative and cooperative agreements to meet the needs of the community", and # 5: "Encourage sustainability".

Objectives:

Maintain mechanical, electrical and architectural systems including:

Carpentry	Fire protection	Locksmith	Roofing
Custodial services	Furniture	Pest control	Security
Electrical	HVAC	Plumbing	Structural
Elevator maintenance	Lighting maintenance	Refuse program	Windows

Develop and implement maintenance standards and schedules for buildings, building systems and installed equipment.

Major changes in Revenue, Expenditures, or Programs:

The decrease in part-time wages (\$25,900) is due to transferring summer help wages associated with cleaning and maintaining park shelters and pavilions to the Parks and Recreation general fund budget. In the past, workers tracked their time between maintaining the grounds (mowing, weed cutting, debris pickup, etc.) which was charged directly to the Parks budget, and maintaining/cleaning buildings within the parks, which was charged to this budget (and ultimately charged back to the Parks budget). In order to eliminate this administrative burden, a decision was made to charge all time spent maintaining/cleaning parks directly to the Parks general fund budget.

PERFORMANCE INDICATORS

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Target 2016</u>	<u>Projected 2016</u>	<u>Target 2017</u>
Client Benefits/Impacts					
Provide a proactive maintenance program					
% of satisfied customers	99%	99%	100%	100%	100%
Strategic Outcomes					
% of services performed as scheduled:					
Cost per sq. ft. - maint. and janitorial	\$1.74	\$1.81	\$1.90	\$1.88	\$1.91
Work completed in time scheduled	97%	98%	100%	100%	100%
Quantity of code, safety, etc. citations	0	0	0	0	0
Work Process Outputs					
Service Performed					
Square feet of facilities maintained	1,266,848	1,266,848	1,266,848	1,266,848	1,266,848
# of pavilions maintained	22	22	22	22	22
# of pools maintained	2	2	2	2	2

CITY OF APPLETON 2017 BUDGET

FACILITIES AND CONSTRUCTION MANAGEMENT

Facilities Maintenance

Business Unit 6331

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2014	2015	Adopted 2016	Amended 2016	2017
Expenses					
6101 Regular Salaries	\$ 444,286	\$ 432,555	\$ 497,608	\$ 506,531	\$ 489,927
6104 Call Time	1,977	1,885	3,500	3,500	3,570
6105 Overtime	12,280	8,944	15,000	15,000	12,000
6108 Part-Time	25,292	24,304	34,245	34,245	9,547
6150 Fringes	162,475	174,431	196,496	196,496	188,739
6303 Memberships & Licenses	74	-	-	-	-
6306 Building Maint./Janitorial	328,888	328,800	339,953	339,953	348,591
6307 Food & Provisions	-	64	-	-	-
6309 Shop Supplies & Tools	9,728	9,328	10,000	10,000	10,000
6323 Safety Supplies	22	37	-	-	-
6327 Miscellaneous Equipment	62,048	54,519	25,000	25,000	25,000
6405 Engineering Services	6,333	5,886	7,500	7,500	7,500
6407 Collection Services	3,397	3,144	5,000	5,000	4,000
6409 Inspection Fees	-	-	1,000	1,000	-
6413 Utilities	3,187	3,883	-	-	-
6414 Janitorial Service	347,631	362,379	368,596	368,596	381,433
6416 Building Repairs & Maint.	460,443	547,696	500,296	500,296	532,585
6418 Equip Repairs & Maint	1,662	1,904	3,500	3,500	3,500
6425 CEA	44,780	37,994	38,926	38,926	39,321
6502 Leases	311,468	327,701	335,897	335,897	346,256
6503 Equipment Rental	-	-	250	250	250
6599 Other Contracts/Obligations	70	-	-	-	-
Total Expense	\$ 2,226,041	\$ 2,325,454	\$ 2,382,767	\$ 2,391,690	\$ 2,402,219

DETAILED SUMMARY OF 2017 PROPOSED EXPENDITURES > \$15,000

Building Maint./Janitorial Supplies

Building interior	\$ 30,480
Electrical	30,480
Elevator	20,320
Fire/Safety	30,480
HVAC	71,120
Janitorial supplies	38,711
Painting	30,480
Plumbing	30,480
Security	25,400
Structural/windows/ext. doors	40,640
	<u>\$ 348,591</u>

Miscellaneous Equipment

City furniture/general	\$ 25,000
	<u>\$ 25,000</u>

Building Repairs & Maintenance Services

Electrical	\$ 30,625
Elevator	40,333
Fire/safety	43,137
HVAC	191,726
Plumbing	21,968
Security	17,028
Structural/roof	11,250
Overhead & passage doors	69,123
Painting & pavilion staining	42,775
Flooring	8,250
Other: pest control, locksmith, room set-ups, landfill, etc.	26,370

Projects

Wastewater door replacements	30,000
	<u>\$ 532,585</u>

Leases

City Hall condo agreement	\$ 331,447
First floor conference room	14,809
	<u>\$ 346,256</u>

Janitorial Service

Contracted janitorial service	\$ 381,433
	<u>\$ 381,433</u>

Description	2014 Actual	2015 Actual	2016 YTD Actual	2016 Adopted Budget	2016 Amended Budget	2017 Requested Budget	2017 Adopted Budget
REVENUES							
Intergovernmental Revenues	0	.00	1,000	0	0	0	0
Interest Income	12	52.14-	290	0	0	0	0
Charges for Services	2,505,372	2,681,821.18	1,416,789	2,702,156	2,702,156	0	2,731,028
Other Revenues	4,833	5,602.98	3,892	4,500	4,500	4,500-	4,500
TOTAL REVENUES	2,510,217	2,687,372.02	1,421,971	2,706,656	2,706,656	4,500-	2,735,528
EXPENSES BY LINE ITEM							
Regular Salaries	203,177	196,921.09	130,399	639,283	641,567	629,114	629,114
Labor Pool Allocations	307,498	346,295.65	240,423	0	8,923	0	0
Call Time	1,977	1,999.36	1,548	3,500	3,500	3,570	3,570
Overtime	14,949	14,089.07	7,021	17,500	17,500	17,559	14,263
Part-Time	25,292	24,303.94	26,407	34,245	34,245	35,447	9,547
Other Compensation	1,910	1,713.70	648	1,260	1,260	0	0
Sick Pay	18,883	22,120.08-	24,221	0	0	0	0
Vacation Pay	46,587	47,174.22	30,952	0	0	0	0
Fringes	205,096	219,785.47	149,896	243,852	243,852	247,497	247,092
Pension Expense / Revenue	0	4,961.00-	0	0	0	0	0
Salaries & Fringe Benefits	825,369	825,201.42	611,515	939,640	950,847	933,187	903,586
Training & Conferences	5,860	8,333.10	2,762	9,000	9,000	10,000	10,000
Parking Permits	396	396.00	816	792	792	840	840
Office Supplies	1,591	2,061.27	1,980	2,060	2,060	2,060	2,060
Subscriptions	130	529.97	11	125	125	125	125
Memberships & Licenses	889	996.00	1,671	1,000	1,000	1,000	1,000
Postage & Freight	2,573	2,620.92	1,861	2,620	2,620	2,620	2,620
Awards & Recognition	156	110.53	97	165	165	180	180
Building Maintenance/Janitor.	328,888	328,799.82	199,611	339,953	339,953	348,591	348,591
Food & Provisions	205	179.39	18	220	220	240	240
Insurance	19,040	12,235.00	19,116	25,530	25,530	25,530	31,460
Leases	311,468	327,700.72	221,047	335,897	335,897	346,256	346,256
Rent	0	.00	0	250	250	250	250
Trans Out - Capital Projects	0	13,000.00	0	0	0	9,500	9,500
Administrative Expense	671,196	696,962.72	448,990	717,612	717,612	747,192	753,122
Shop Supplies & Tools	9,728	9,609.76	2,823	10,000	10,000	10,000	10,000
Books & Library Materials	825	1,630.90	670	1,000	1,000	1,500	1,500
Printing & Reproduction	2,897	2,479.07	2,361	4,120	4,120	3,000	3,000
Clothing	830	479.44	198	1,000	1,000	1,000	1,000
Safety Supplies	2,821	1,137.22	355	2,000	2,000	2,000	2,000
Miscellaneous Equipment	62,048	54,518.56	26,988	25,000	25,000	25,000	25,000
Supplies & Materials	79,149	69,854.95	33,395	43,120	43,120	42,500	42,500
Accounting/Audit	1,804	1,886.23	2,228	2,530	2,530	2,000	2,000
Consulting Services	4,837	6,732.85	804	6,500	6,500	6,500	6,500
Engineering Fees	6,333	5,886.35	2,040	7,500	7,500	7,500	7,500
Collection Services	4,462	4,539.82	1,883	5,875	5,875	5,200	5,200
Inspection Fees	0	.00	61	1,000	1,000	0	0
Advertising	2,939	2,837.56	1,153	0	0	3,000	3,000
Other Contracts/Obligations	1,759	1,637.00	977	3,789	3,789	5,404	5,404
Purchased Services	22,134	23,519.81	9,146	27,194	27,194	29,604	29,604
Electric	19,692	19,738.43	12,573	22,010	22,010	21,792	21,792
Gas	13,701	9,031.13	4,957	14,280	14,280	9,302	9,302
Water	2,432	3,203.03	2,072	4,284	4,284	3,299	3,299
Waste Disposal/Collection	700	612.33	656	1,236	1,236	631	631
Stormwater	15,122	15,372.14	11,373	17,545	17,545	15,833	15,833
Telephone	3,087	2,932.23	2,235	3,700	3,700	3,020	3,020
Cellular Telephone	3,704	4,556.53	3,404	4,717	4,717	5,500	5,500
Utilities	58,438	55,445.82	37,270	67,772	67,772	59,377	59,377
Janitorial Service	347,631	362,379.46	303,900	368,596	368,596	381,433	381,433
Building Repair & Maintenance	460,443	547,696.27	327,644	500,296	500,296	532,585	532,585
Equipment Repair & Maintenanc	1,662	1,904.00	1,855	3,500	3,500	3,500	3,500
CEA Equipment Rental	44,780	37,993.88	25,168	38,926	38,926	38,926	39,321

Description	2014 Actual	2015 Actual	2016 YTD Actual	2016 Adopted Budget	2016 Amended Budget	2017 Requested Budget	2017 Adopted Budget
Repair & Maintenance	854,516	949,973.61	658,567	911,318	911,318	956,444	956,839
Capital Expenditures	0	.00	0	0	0	0	0
TOTAL EXPENSES	2,510,802	2,620,958.33	1,798,883	2,706,656	2,717,863	2,768,304	2,745,028

CITY OF APPLETON 2017 BUDGET
FACILITIES, GROUNDS AND CONSTRUCTION MANAGEMENT
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Budget
Revenues					
Charges for Services	\$ 2,505,372	\$ 2,681,821	\$ 2,702,156	\$ 2,645,416	\$ 2,731,028
Other	-	-	-	-	-
Total Revenues	<u>2,505,372</u>	<u>2,681,821</u>	<u>2,702,156</u>	<u>2,645,416</u>	<u>2,731,028</u>
Expenses					
Operating Expenses	2,510,801	2,607,958	2,706,656	2,649,916	2,735,528
Depreciation	-	-	-	-	-
Total Expenses	<u>2,510,801</u>	<u>2,607,958</u>	<u>2,706,656</u>	<u>2,649,916</u>	<u>2,735,528</u>
Operating Loss	(5,429)	73,863	(4,500)	(4,500)	(4,500)
Non-Operating Revenues (Expenses)					
Investment Income (Loss)	11	(52)	-	-	-
Other Income	4,833	5,603	4,500	4,500	4,500
Total Non-Operating	<u>4,844</u>	<u>5,551</u>	<u>4,500</u>	<u>4,500</u>	<u>4,500</u>
Income (Loss) before Contributions and Transfers	(585)	79,414	-	-	-
Contributions and Transfers In (Out)					
Transfer Out - Capital Projects	-	(13,000)	-	-	(9,500)
Change in Net Assets	(585)	66,414	-	-	(9,500)
Net Assets - Beginning	<u>1,309</u>	<u>178,155 *</u>	<u>244,569</u>	<u>244,569</u>	<u>244,569</u>
Net Assets - Ending	<u>\$ 724</u>	<u>\$ 244,569</u>	<u>\$ 244,569</u>	<u>\$ 244,569</u>	<u>\$ 235,069</u>

* as restated for new pension standards

SCHEDULE OF CASH FLOWS

Cash - Beginning of Year	\$ 126,925	\$ 126,925
+ Change in Net Assets	-	(9,500)
Working Cash - End of Year	<u>\$ 126,925</u>	<u>\$ 117,425</u>