



The City of Pickering Public Library Board

Special Meeting Agenda

[Link to Board Sharepoint Site](#)

To be held: On Thursday January 9, 2020 at 7:00 pm
 Location: In the [Central Library](#) Boardroom

In accordance with Pickering Public Library Board Bylaws and Section 16.1(4) of the Public Libraries Act, parts of this meeting may be closed due to the nature of the discussion.

1	Public Delegations - Public attendance registration not required.	By-Laws Link see pg. 6-7	
2	Approval of Agenda, Conflict of Interest Disclosure		S. Sheehy MOTION to Approve
3	Staff Reports		
	3.1 Budget 2020 Changes Report		E. Bird MOTION to Approve
4	Other Business		
5	Adjournment		MOTION to Adjourn

Next Meeting

To be held: Thursday January 23, 2020 at 7:00 pm
 Location: In the [Central Library](#) Boardroom

Preliminary List of Motions

- Item # Draft Motion
- 2 THAT the Agenda be adopted by the Board
- 3 THAT the 2020 Current and Capital budgets be approved as presented/amended and that the future Capital budgets (2021-2024) include \$305,000 for materials.

Alternate formats available upon request. Contact Kathy Williams at kathyw@picnet.org or 905-831-6265 ext. 6251.



REPORT TO:
The Pickering Public Library Board

Report Number: 01-20
Date: January 6, 2020

Subject: Revised 2020 Capital and Current Budgets

From: Elaine Bird, Acting Deputy CEO, Pickering Public Library

Recommended:

THAT the Board recommend the 2020 Capital and Current Budgets for discussion and approval by Pickering City Council.

This report outlines the changes made to the 2020 Current and Capital Budgets since the estimates were shared at the September 2019 Board meeting. The revised budget documents are attached for your consideration. Keeping our Policy Governance perspective in mind, I have included a discussion of how the Budget changes meet the Board's Ends.

Current Budget Changes

Recently, the Library was asked by the City to remove up to \$100,000 from the 2020 Current Budget. The suggested cuts have been made by gapping several positions and by several other cuts. The total cut is approximately \$83,000.

The City has also taken on Human Resource (HR) services of the Library. These two positions (consisting of the Manager of People and Culture and the Human Resources Specialist) are still located at the library and are providing HR services to the Library, as usual. There are some budget changes that relate to this, but are not a savings overall for the City as the funds were reallocated to the City budget.

Current Budget Reductions

<i>Budget Area</i>	<i>Decrease</i>	<i>Rationale</i>
Salaries and Wages	-59,516	Gapping of one Public Service position and hiring only one contract staff for two maternity leaves that overlap (Children's Services and Teen Services)

Agenda Item 5.2

Employer Contributions	-13,000	Benefits savings from gapping staff changes listed above.
Legal Services	-\$8,500	\$3,000 to move to City budget and \$5,500 removed from budget
Seminars and Education	-\$23,350	Removal of Diversity and Inclusion training funds (postponed to 2021) and reallocation of shared training funding to City budget
Memberships	-\$1,000	Reallocated to City budget for HR staff
Building Repair & Maintenance	-\$5,300	Removed installation of clear glass at George Ashe Library

Current Budget Increases

<i>Budget Area</i>	<i>Increase</i>	<i>Rationale</i>
Outside Agency Services	\$7,000	Increased security costs based on City-wide RFP for services recently awarded
Hardware Replacements	\$10,000	Added computer replacements for George Ashe Library (removed \$20,000 from capital budget resulting in an overall cut of \$10,000)

Total Change to 2020 Current budget: -\$93,666

Capital Budget Changes

Budget area	Budget	Explanation
Library Materials (all physical collections except magazines)	-\$10,000	Small cut to materials budget - now \$305,000
Computer Upgrades for the George Ashe Branch	-\$20,000	Removed from capital (\$10,000 added to Current budget - see above)
Outside drop box for Central Library	\$10,000	Added item required for client to return items as Glenanna Road will be closed much of 2020

Budget to Meet the Board's Ends

The new Strategic Plan approved by the Board adopted Ends which focused on:

- Building and maintaining a reading culture in the City of Pickering;
- Facilitating lifelong learning for all ages and stages;
- Providing welcoming facilities both physical and virtual for the use of the community,
- Resources and services to support financial, physical, social and mental well being.
- Services that are high quality, efficient and cost effective developed with community input and awareness.

Agenda Item 5.2

Staff believe that with the budget changes above it will be more challenging to preserve and promote these Ends. The Library will still be able to make progress towards the Ends identified above not at the same rate as was initially proposed.

Leading the Diversity & Inclusion (D&I) initiative was a 2019-2023 goal. This will be deferred to 2021 and the Library will be included in the City's D&I program.

The goals of physical social and mental wellbeing and financial success will be promoted with programming and collections in 2020. The existing programming and collections funding will be used to accomplish these goals. Although programming budget is not adversely affected, the cuts to staffing will affect the Library's ability to provide programming and outreach in this area and in general. Programming and outreach staff will need to spend more time on in-house public service to accommodate the gapping.

Service Level Increase

As you are aware Council pre-approved the addition of Sunday hours to the George Ashe Library for 2020. The costs are as follows:

Staffing (salary and benefits): \$23,100

Security: \$6,300

Cleaning: \$5,600

Total: \$35,000

Other budget information

Future Capital funding requirements are also part of the annual budget submission. Staff would like to request that the future requirements for the capital materials budget (for the years 2021 – 2024) be \$305,000 each year rather than the City's recommendation of \$276,000 per year. Physical materials are become more expensive and given the current issues with procuring (and affording) electronic materials the demand on the physical collection will grow. We recommend that this information be added to the budget motion from the Board.

Next Steps

Council will receive and consider the budget requests in February 2020.

Attachments:

Revised 2020 Current Budget – Summary

Revised 2020 Current Budget – Detailed

Revised 2020 Capital Budget

Capital Budget 2020 - Pickering Public Library

	Funding	Expense
5800.2001 Collection Materials		
2823 Paid from Property Taxes	(305,000)	
6179 Book Collection Material		305,000
Library materials cover the following: Books, movies, music and other types of materials along with their processing and packaging. This budget is based on a formula which includes community demand, material costs and industry norms.		
Total 5800.2001 Collection Materials	(305,000)	305,000
5800.2002 Central Library Outdoor dropbox		
2823 Paid from Property Taxes	(10,000)	
6173 - Furniture Replacements		10,000
Outdoor dropbox for Central Library client returns when current dropbox not available due to construction on Glennana.		
Total 5800.2002 GAL Computers Upgrade	(10,000)	10,000
5800.2003 Talking Tech Server Upgrade		
2823 Paid from Property Taxes	(15,000)	
6175 - Hardware Replacements		15,000
Replacement of server that runs the telephone notification and call in renewals information for the library that is outdated and runs on outdated software posing a security risk.		
Total 5800.2003 Talking Tech Server Upgrade	(15,000)	15,000
Total 5800 Library	(330,000)	330,000

Pickering Public Library

Revised 2020 Current Budget

6-Jan-20

Expenditures

2745.1100.0000 Salaries & Wages	
Base Salaries and Wages	3,697,554
Pay in Lieu of benefits for casual staff (level 3)	6,800
One part time Admin. Services Assistant position eliminated	(26,482)
One part time Senior Info. Services Tech. position eliminated	(32,639)
One part time Admin. Assistant position eliminated	(30,642)
One full time Deputy CEO/Director of HR position eliminated	(129,912)
One full time Info. & Support Tech. position eliminated	(54,818)
One full time Human Resources Specialist position moved	(68,460)
Savings created by gapping positions	(59,516)
New full time Admin. Services Assistant position	47,253
New part time Senior Client Experience Associate position	33,298
New full time People & Culture Manager	0
New full time Client Experience Associate - Technology position	58,263
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Total 2745.1100.0000 Salaries & Wages	3,440,699
2745.1200.0000 OVERTIME	
To meet service level/workload commitments	0
Total 2745.1200.0000 OVERTIME	0
2745.1400.0000 Employer Contributions	
This item includes mandatory deductions (CPP, EI, EHT) and employer provided benefits such as extended health and dental	988,213
Employee Post Retirement Benefits	9,977
Benefits related to one Admin. Services Assistant position eliminated	(4,231)
Benefits related to one part time Senior Info. Services Tech. position eliminated	(10,153)

Benefits related to one part time Administrative Assistant position eliminated	(6,283)
Benefits related to one full time Deputy CEO/Director of HR position eliminated	(32,516)
Benefits related to one full time Info. & Support Tech. position eliminated	(18,582)
Benefits related to gapped positions	(13,000)
Benefits related to one full time Human Resources Specialist position removed	(22,396)
Benefits related to new full time Admin. Services Assistant position	7,880
Benefits related to new part time Senior Client Experience Associate position	5,046
Benefits related to new full time People & Culture position	0
Benefits related to new full time Client Experience Associate - Technolgy position	13,526
Total 2745.1400.0000 Employer Contributions	917,481
2745.1700.0000 Employee Recog'n & Apprec	
Long Service and Retirement Awards for staff	2,000
Recognition event for volunteers including bursary	1,000
Total 2745.1700.0000 Employee Recog'n & Apprec	3,000
2745.1800.0000 Conferences	
Ontario Library Association Annual Conference (OLA)	3,500
Other Conferences (Library as Place etc.)	3,000
Total 2745.1800.0000 Conferences	6,500
2745.1900.0000 Uniforms	
Uniform and Safety apparel for staff	2,300
Total 2745.1900.0000 Uniforms	2,300
2745.2110.0000 Travel	
Staff and Board travel at City's approved rate	3,700
Travel costs for seminars and education	2,300
Total 2745.2110.0000 Travel	6,000
2745.2121.0000 Postage	
Overdue notices	3,000
Other mail	800
Total 2745.2121.0000 Postage	3,800
2745.2122.0000 Freight,Express & Cartage	
Freight, express & cartage	1,000

Total 2745.2122.0000 Freight,Express & Cartage	<u>1,000</u>
2745.2131.0000 Cellular Phones	
Library cell phones	2,500
PPL Connects Project hotspots	8,500
Total 2745.2131.0000 Cellular Phones	<u>11,000</u>
2745.2140.0000 Telephones	
Voice / Data	23,544
Internet	32,660
Cable	1,456
Total 2745.2140.0000 Telephones	<u>57,660</u>
2745.2210.0000 Advertising	
Advertising (recreation newsletter, advertisements, job postings)	14,000
Total 2745.2210.0000 Advertising	<u>14,000</u>
2745.2320.0000 Legal Services Expenses	
Provision for legal counsel	0
Total 2745.2320.0000 Legal Services Expenses	<u>0</u>
2745.2340.0000 Seminars & Education	
Staff training based on Staff Development plan	11,100
Diversity and Inclusion training	0
Advanced Public Library Leadership course	1,800
Legally required staff training	4,000
Total 2745.2340.0000 Seminars & Education	<u>16,900</u>
2745.2365.0000 Purch. Pr./Broch./News Lt	
Printed brochures, newsletters, signs, banners, etc.	9,000
Total 2745.2365.0000 Purch. Pr./Broch./News Lt	<u>9,000</u>
2745.2370.0000 Insurance Premium	
Annual cost of insurance policy that provides protection for Library activities and property. (Policy coverage includes: liability, automobile and property)	25,114
Total 2745.2370.0000 Insurance Premium	<u>25,114</u>
2745.2371.0000 Insurance Deductible	
Insurance Deductible	2,000
Total 2745.2371.0000 Insurance Deductible	<u>2,000</u>
2745.2392.0000 Consulting & Professional	

EFAP Program	3,550
Board Education	1,000
Ergonomic assessment	500
Ability management	3,300
Tech Consulting Contract	17,500
External Audit Fees	6,000
Total 2745.2392.0000 Consulting & Professional	31,850
2745.2394.0000 Recpt,Prom. & Sp.Ev.,Gen	
Board / Community linkage activities	2,000
Employee & Board relations, condolence, meeting costs etc.	7,000
Total 2745.2394.0000 Recpt,Prom. & Sp.Ev.,Gen	9,000
2745.2395.0000 Memberships	
Library Association Memberships	6,500
Other Miscellaneous memberships	1,000
Professional memberships	0
Total 2745.2395.0000 Memberships	7,500
2745.2399.0000 Outside Agency Services	
Security Services for Central Library	43,959
Collection Agency Services (partially offset by revenue in acct #1529)	5,000
Rental of storage space for Local History documents	1,750
Accessibility Services	500
Central Security Alarm System Service	500
George Ashe - Security System Services	600
Claremont Library--Security System Services	600
Base Hospital Support Defibrillation Program - Central	1,600
Central Library Defibrillator monitoring	250
Total 2745.2399.0000 Outside Agency Services	54,759
2745.2435.0000 Building Repairs & Mainte	
Central Library Sanitact (6 units)	2,900
George Ashe - Sanitact (1 unit)	320
All Branches Washroom & Janitorial Supplies	5,800
All Branches--Water Testing	800
All Branches - Bed Bug inspection and treatment	3,300

Contingency (All Sites)	5,000
All Branches--Fire Alarm, Sprinkler & Fire Extinguishers	3,200
Claremont Library - Snow Clearing	3,000
Central Library snow clearing	12,500
George Ashe Snow clearing	3,000
Air handling maintenance (chillers & starters only)	4,120
Fan calibration & adjustment	2,060
Elevator maintenance	4,600
Boiler maintenance	3,090
Garbage disposal	6,288
Diesel generator maintenance	3,000
Main Electrical Switchboard yearly maintenance	1,000
Mech. Systems Water treatment	3,600
Energy Management System "PM"	1,500
Electrical Safety Authority Yearly Inspections	3,200
Miscellaneous provision for electrical, plumbing, mechanical & other supplies, air handling	10,300
George Ashe - HVAC service contingency	1,250
All Branches--Fire Alarm, Sprinkler & Fire Extinguishers	3,348
Janitorial staff City (Term employees)	121,313
Special Cleaning Projects (power cleaning stairs, carpet cleaning all branches, foyer and flooring, cleaning related to major furnishing moves, major cleaning to access areas etc.)	10,000
Replace exterior drop box George Ashe Library	2,500
Add clear glass panes in public study area at George Ashe Library	
	0
Total 2745.2435.0000 Building Repairs & Mainte	<u>220,989</u>
2745.2457.0000 Vehicle-Repair & Maintena	
City Vehicle assigned for Library Courier use	2,000
Total 2745.2457.0000 Vehicle-Repair & Maintena	<u>2,000</u>
2745.2478.0000 Misc.Equipment Repairs &	
Network Maintenance - Installation and Cabling	9,000
Copier Maintenance - all branches, partially offset by Revenue Account 1580	34,250

Total 2745.2478.0000 Misc.Equipment Repairs &	<u>43,250</u>
2745.2479.0000 Sfwr/Hdwr Maint Contracts	
RFID Maintenance Contract (CN & GAL) - Hardware	23,500
ILS Maintenance--Horizon Software and Hardware Support	50,075
ILS Maintenance--BiblioCommons	31,800
Biblio Web software/Content Management Module for ILS	40,700
Network Maintenance--Domain registrations	200
Microsoft Licensing	7,000
Open DNS Cloud Security	2,000
Client Access software including anti-virus	2,500
Virtual server licencing	2,500
Springshare Room Booking software for website	1,850
Papercut contract	1,000
Book Club Reservation software	700
Cloudflare	350
Back Blaze offsite backup	360
Online Assistance software	650
Staff Scheduling software	4,100
Proxmox software for our virtual servers	1,000
Public feedback system	4,500
Adobe Creative Suite	1,300
Veam Backup and Recovery software	1,500
Lastpass Teams - password management	600
Maintenance - HRIS - new	9,656
Total 2745.2479.0000 Sfwr/Hdwr Maint Contracts	<u>187,841</u>
2745.5300.0000 Stationery & Office Suppl	
General office supplies	16,000
Computer peripherals	3,000
Total 2745.5300.0000 Stationery & Office Suppl	<u>19,000</u>
2745.5303.0000 Circulation Supplies	
Supplies includes membership cards, printer rolls and related items.	5,000
Total 2745.5303.0000 Circulation Supplies	<u>5,000</u>
2745.5310.0001 Library Mat - 57.14%	

Includes Non-Capital Materials (Online Products, Digital Collections and Periodicals)	252,290
Transfer from Capital Materials	21,000
Total 2745.5310.0001 Library Mat - 57.14%	<u>273,290</u>
2745.5320.0000 Program Supplies	
Programming funds for public programs. Partially offset by donations	32,750
Makerspace supplies	3,000
Total 2745.5320.0000 Program Supplies	<u>35,750</u>
2745.5510.0000 Utilities - Water	
Budget based on 2019 projected actuals and regional water rate increase in 2020 - Central	14,445
Budget based on 2019 projected actuals and regional water rate increase in 2020 - George Ashe	4,815
Total 2745.5510.0000 Utilities - Water	<u>19,260</u>
2745.5520.0000 Utilities - Gas	
Central, George Ashe and Claremont Libraries - Budget based on projected 2019 actuals	37,759
Total 2745.5520.0000 Utilities - Gas	<u>37,759</u>
2745.5530.0000 Utilities - Hydro	
Budget based on 2019 projected actuals and rate increase in 2020	224,700
Total 2745.5530.0000 Utilities - Hydro	<u>224,700</u>
2745.5900.0000 Gas, Oil, Tires	
Fuel: Unleaded 2,026 litres @ \$1.03/litre	1,300
Oil changes and tires	832
Total 2745.5900.0000 Gas, Oil, Tires	<u>2,132</u>
2745.5902.0000 Supplies & Tools	
Miscellaneous & Supplies	2,500
Children's Educational Equipment & Supplies	1,000
Total 2745.5902.0000 Supplies & Tools	<u>3,500</u>
2745.5973.0000 Furniture & Fixtures	
Replacements - furniture	5,000
Total 2745.5973.0000 Furniture & Fixtures	<u>5,000</u>
2745.5974.0000 System & Software Upgrade	

	0
Total 2745.5974.0000 System & Software Upgrade	<u>0</u>
2745.5975.0000 Hardware Replacements	
Replace UPS and power supplies	2,000
Replace network core switches & wireless access ports	7,000
Technology outreach programming equipment	4,500
Makerspace Equipment & programming replacement	4,800
George Ashe replacement public computers	10,000
Upgrade loanable technology	3,775
Total 2745.5975.0000 Hardware Replacements	<u>32,075</u>
Total Expenses	5,731,109
Revenues	
1529.0000.0000 FINES - LIBRARY MATLS.	
Fines, Replacement & Fees etc.	(80,000)
Total 1529.0000.0000 FINES - LIBRARY MATLS.	<u>(80,000)</u>
1580.0000.0000 MISC. - PHOTOCOPIES LIB.	
Photocopying	(49,000)
Makerspace supplies payments	(3,000)
Total 1580.0000.0000 MISC. - PHOTOCOPIES LIB.	<u>(52,000)</u>
1592.2745.0000 Misc - Donations-Library	
Donation funds from various sources	(16,000)
Total 1592.2745.0000 Misc - Donations-Library	<u>(16,000)</u>
1623.2745.0000 Ont Grant - Library	
Household Grant - Province	(97,833)
Pay Equity Equalization "down-payment" est. - Prov.	(8,592)
Total 1623.2745.0000 Ont Grant - Library	<u>(106,425)</u>
2745.9916.0000 Vending Machines	
Based on sales of vending machine products	(2,500)
Total 2745.9916.0000 Vending Machines	<u>(2,500)</u>
2745.9933.0000 Rentals - Mtg. Room/Publi	
Rental of library meeting and board rooms	(8,000)
Total 2745.9933.0000 Rentals - Mtg. Room/Publi	<u>(8,000)</u>
2745.9990.0000 Other Revenue	

Payphone, book sales, genealogy research, other revenues	(6,000)
Total 2745.9990.0000 Other Revenue	<u>(6,000)</u>
Total Revenues	(270,925)
Transfers	
2821.7042.0000 To Res- Libry-Estrn Brnch	
Transfer to Library Reserve	100,000
Total 2821.7042.0000 To Res- Libry-Estrn Brnch	<u>100,000</u>
Total Transfers	<u>100,000</u>
Net Expenses	<u><u>5,560,184</u></u>

Pickering Public Library

Revised 2020 Current Budget Summary

	2018	2019	2019		Dept.	
	Approved	YTD	Approved	INC./DEC.	Submission	% CHGE.
	Budget	Actuals	Budget		2020	2019
Expenditures						
Salaries & Wages	3,575,407	1,430,521	3,619,991	(179,292)	3,440,699	(4.95%)
Overtime	1,310	0	1,310	(1,310)	0	(100.00%)
Employer Contributions	939,724	437,621	936,816	(19,335)	917,481	(2.06%)
Employee Recognition & Appreciation	3,000	0	3,000	0	3,000	0.00%
Conferences	10,000	4,837	9,000	(2,500)	6,500	(27.78%)
Uniforms	1,300	1,454	2,300	0	2,300	0.00%
Travel	6,000	2,761	6,000	0	6,000	0.00%
Postage	2,800	2,078	2,800	1,000	3,800	35.71%
Freight, Express & Cartage	350	1,180	350	650	1,000	185.71%
Cellular Phones	11,680	3,623	12,205	(1,205)	11,000	(9.87%)
Telephones	58,786	27,009	65,710	(8,050)	57,660	(12.25%)
Advertising	13,500	3,648	18,000	(4,000)	14,000	(22.22%)
Legal Services	8,000	349	7,500	(7,500)	0	(100.00%)
Seminars & Education	17,500	6,202	22,500	(5,600)	16,900	(24.89%)
Purch Prnting/Broch/News Ltr	6,000	0	5,500	3,500	9,000	63.64%
Insurance Premium	23,918	23,918	23,918	1,196	25,114	5.00%
Ins. Deductible	2,000	0	2,000	0	2,000	0.00%
Consulting & Professional	95,850	7,863	14,350	17,500	31,850	121.95%
Recpt, Prom & Sp Events	10,000	5,902	9,000	0	9,000	0.00%
Memberships	5,380	7,045	5,380	2,120	7,500	39.41%
Outside Agency Serv	46,950	16,520	47,700	7,059	54,759	14.80%
Build Repairs & Mtce	229,333	43,906	247,887	(26,898)	220,989	(10.85%)
Veh - Repairs & Maintenance	2,000	359	2,000	0	2,000	0.00%
Misc Equip Repairs	46,250	21,919	46,250	(3,000)	43,250	(6.49%)
Software/Hardware Maintenance Contr	115,785	133,202	132,765	55,076	187,841	41.48%

Stationery & Office Supplies	20,500	6,147	20,200	(1,200)	19,000	(5.94%)
Catalogue Processing Supp	5,000	1,134	5,000	0	5,000	0.00%
Lib Materials	225,000	168,581	252,290	21,000	273,290	8.32%
Program Supplies	27,750	10,251	30,750	5,000	35,750	16.26%
Utilities - Water	15,265	3,868	17,250	2,010	19,260	11.65%
Utilities - Gas	34,911	20,831	35,961	1,798	37,759	5.00%
Utilities - Hydro	243,852	50,062	214,000	10,700	224,700	5.00%
Gas, Oil Tires	3,143	656	2,843	(711)	2,132	(25.01%)
Supplies & Tools	3,500	88	3,500	0	3,500	0.00%
Minor Furniture & Fixtures	12,000	910	5,000	0	5,000	0.00%
System & Software Upgrades	0	40,704	40,000	(40,000)	0	(100.00%)
Hardware Replacements	34,000	2,178	19,500	12,575	32,075	64.49%
Total Expenditures	5,857,744	2,487,327	5,890,526	(159,417)	5,731,109	(2.71%)
Revenues						
Fines - Library Matls.	(100,000)	(29,948)	(85,000)	5,000	(80,000)	(5.88%)
Misc. - Photocopies Lib.	(44,000)	(20,085)	(49,000)	(3,000)	(52,000)	6.12%
Donations	(15,000)	(760)	(16,000)	0	(16,000)	0.00%
Ont. Specific Grants	(138,050)	(28,920)	(106,425)	0	(106,425)	0.00%
Vending Machines	(2,500)	(572)	(2,500)	0	(2,500)	0.00%
Rentals - Mtg. Room/Public	(8,500)	(1,803)	(8,500)	500	(8,000)	(5.88%)
Other Misc Revenue	(3,500)	(3,674)	(5,500)	(500)	(6,000)	9.09%
Sponsorships No Tax	(500)	0	0	0	0	0.00%
Marketing Sponsorships	(2,500)	0	0	0	0	0.00%
Total Revenues	(314,550)	(85,762)	(272,925)	2,000	(270,925)	(0.73%)
Transfers to/from Reserves & R.F.						
Transfer to/(from) Reserve	0	0	80,000	20,000	100,000	25.00%
Transfer to/(from) Reserve Fund	(50,625)	0	0	0	0	0.00%
Total Transfers	(50,625)	0	80,000	20,000	100,000	25.00%
Net	5,492,569	2,401,565	5,697,601	(137,417)	5,560,184	(2.41%)