

# **OFFICE OF THE MAYOR**

**Graham A. Richard, Mayor  
Mark Becker, Deputy Mayor**

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## **INTERNAL AUDIT**

**Lynn Trittipo, Director**

## **LAW DEPARTMENT**

**Tim Manges, City Attorney**

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# INTERNAL AUDIT

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## **Mission Statement:**

The Internal Audit Department is committed to the systematic, objective appraisal of the diverse operations and controls within the City to determine that:

- financial and operating information is accurate and reliable,
- risks to the City are identified and minimized,
- regulations, laws, and policies and procedures are followed,
- satisfactory standards are met,
- resources are used efficiently and economically to achieve the City's objectives –

all for the purpose of assisting members of the organization in the effective discharge of their responsibilities.

## **Goals and Objectives:**

- To utilize a structured risk assessment methodology to enable the Internal Audit function to quantify the level of risk related to City departments and processes. Internal Audit can then develop an appropriate audit schedule that will ensure adequate review of all City operations based on the risk scores calculated for each department factoring in previous audit coverage.
- To present accurate, comprehensive reports to management, the Audit Committee, and others covering the scope and objectives of assigned audits included in the audit plan within the time frame approved by the Audit Committee. This process holds the department accountable for effective use of its time and also ensures the results of our effort are provided to management.
- To provide sufficient follow-up on audit reports to determine the degree of compliance with audit recommendations. The department will strive to perform follow-up audits within 18 – 24 months of the original audit report date. This process will enable us to determine whether recommendations are implemented.
- To provide consultation services to management and staff in an effort to ensure adequate implementation of change or new processes in order to reduce the time required by audit staff for subsequent review and troubleshooting after the process has been implemented.
- To establish and maintain constructive working relations with management through use of interim briefings during the audit engagement, draft report review and a constructive orientation for reporting. This goal will ensure management is well informed throughout the audit process and that we maintain a “no surprises” approach to each project. This goal is intended to build a level of trust between Internal Audit and management in an effort to become a pro-active resource.
- To provide a comprehensive continuing professional education program for audit personnel to maintain the knowledge and skills necessary to satisfactorily perform assigned audits and stay abreast of new audit tools and techniques.
- To have an independent review of the department performance (peer review) at a minimum once every three years. This review should address the quality of work performed, the department's compliance with its objectives and audit standards and the affect the department has had upon the City.

INTERNAL AUDIT  
 Dept # 010-012-OFFC  
 2008 BUDGET COMPARISON

	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>\$ INCREASE</u>	<u>% CHANGE</u>
	<u>ACTUAL</u>	<u>APPROVED</u>	<u>SUBMITTED</u>	<u>(DECREASE)</u>	<u>FROM 2007 APPR</u>
		<u>THRU 06/30/07</u>		<u>TO 2008</u>	<u>TO 2008</u>
<b>4111 WAGES-REG</b>	\$ 150,617	\$ 156,133	\$ 160,817	\$ 4,684	3.00%
4131 PERF	8,281	9,758	11,257	1,499	
4132 FICA	10,880	11,944	12,302	358	
4134 GROUP HEALTH INSUR	23,555	25,500	27,000	1,500	
4136 UNEMPLOYMENT	72	156	161	5	
4137 WORKERS COMP	324	276	264	(12)	
413A PERF/FRINGE	4,527	4,684	4,825	141	
<b>TOTAL 4100</b>	<b>\$ 198,256</b>	<b>\$ 208,451</b>	<b>\$ 216,626</b>	<b>\$ 8,174</b>	<b>3.92%</b>
4219 OTHR OFC SUPPL	\$ 386	\$ 300	\$ 340	\$ 40	
<b>TOTAL 4200</b>	<b>\$ 386</b>	<b>\$ 300</b>	<b>\$ 340</b>	<b>\$ 40</b>	<b>13.33%</b>
4314 CONSULTING	\$ 2,034	\$ -	\$ -	\$ -	
431K SEMINAR FEES	1,060	2,025	2,325	300	
4322 POSTAGE	56	80	80	-	
4323 TELEPHONE	658	672	672	-	
4324 TRAVEL	-	2,760	2,700	(60)	
432L LONG DISTANCE	1	40	40	-	
4342 LIABILITY INSUR	108	114	167	53	
4343 OFCL/CRIME BOND	15	15	15	-	
4391 SUBS & DUES	545	560	815	255	
4399 OTHR SRVCS	-	450	500	50	
<b>TOTAL 4300</b>	<b>\$ 4,477</b>	<b>\$ 6,716</b>	<b>\$ 7,314</b>	<b>\$ 598</b>	<b>8.90%</b>
4444 PUR OTH EQUIP	\$ -	\$ -	\$ -	\$ -	
<b>TOTAL 4400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>TOTAL EXPENSES</b>	<b>\$ 203,119</b>	<b>\$ 215,467</b>	<b>\$ 224,280</b>	<b>\$ 8,812</b>	<b>4.09%</b>

**Internal Audit 2008-2012 Capital Improvement Program**

<u>FUNDING SOURCE CODE:</u>	GRP-Grant Pending	PT-Property Tax
CC-Cumulative Capital Fund	LE-Lease	RB-Revenue Bond
CDBG-Community Development Block Grant	InfraBd-Infrastructure Bond	ST-State Source
CEDIT-Co. Economic Development Income Tax	LRS-Local Roads & Streets	SU-Sewer Utility
CO-County Source	MISC-Miscellaneous	SWU-Stormwater Utility
FED-Federal Source	MVH-Motor Vehicle Highway	TIF-Tax Increment Financing
GOB-General Obligation Bond	PCBF-Park Cumulative Bldg. Fund	UF-User Fee
GRA-Grant Approved	PS-Private Source	WU-Water Utility

Item #	Project Title & Description	Funding Source	Expenditure				
			2008	2009	2010	2011	2012
1	Printer Replacement	PT	-	-	-	-	-
2	Laptop Computer Replacement	CC	1,710	-	-	-	-
<b>TOTAL</b>			<b>1,710</b>	-	-	-	-

1. Internal Audit shares a printer. Based on the replacement schedule, this printer should have been replaced in 2002. The printer is still in fine working order, so we have postponed replacement. We can share copier/printer with the 7th floor via the network; therefore, we will probably not replace this printer.
2. The laptop is used for fieldwork on offsite audits, special projects, and could be used as a backup if one of the desk top computers were to crash. The department has one laptop, but needs a second to be more effective in completing fieldwork.

**STAFFING LEVELS**  
**BUDGETED**  
**INTERNAL AUDIT**

CLASSIFICATION TITLE	EXEMPT GRID/ UNION														
		2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	
Director of Internal Audit	H	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Staff Auditor	E	2	2	2	2	2	2	2	2	2	2	2	2	2	2
<b>TOTAL</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

# LAW DEPARTMENT

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## **Mission Statement**

The purpose of the Law Department is to manage the legal affairs of the City by providing legal advice/assistance to the officers, departments, boards, commissions, and other agencies of the City to comply with all City, state and federal regulations. The Law Department drafts ordinances and other legal documents of the City and for its various departments. This department prosecutes violators of City ordinances and supervises and directs all litigation in which the City has an interest. Additionally, the Law Department provides labor relations services in connection with collective bargaining matters between the Civil City and City Utilities.

## **Goals and Objectives**

To provide efficient, cost effective and timely legal services through an appropriate mix of full-time attorneys and outside counsel. The department will be active in early decision making situations to limit or reduce the potential for avoidable or unnecessary litigation. The law department will apply a business-like risk analysis to pending or threatened litigation.

LAW  
 Dept # 010-009-OFFC  
 2008 BUDGET COMPARISON

	2006	2007	2008	\$ INCREASE (DECREASE)	% CHANGE
	ACTUAL	APPROVED THRU 06/30/07	SUBMITTED	FROM 2007 APPR TO 2008	FROM 2007 APPR TO 2008
<b>4111 WAGES-REG</b>	\$ 233,689	\$ 250,157	\$ 254,743	\$ 4,586	1.83%
4131 PERF	12,856	15,635	17,832	2,197	
4132 FICA	17,274	19,137	19,488	351	
4134 GROUP HEALTH INSUR	31,403	34,000	36,000	2,000	
4136 UNEMPLOYMENT	120	250	255	5	
4137 WORKERS COMP	300	240	259	19	
413A PERFFRINGE	7,008	7,505	7,642	138	
413R RETIREE HEALTH INSUR	15,696	17,000	18,000	1,000	
<b>TOTAL 4100</b>	<b>\$ 318,346</b>	<b>\$ 343,923</b>	<b>\$ 354,219</b>	<b>\$ 10,295</b>	<b>2.99%</b>
4212 STATIONARY/FORMS	\$ -	\$ 100	\$ 230	\$ 130	
4213 COMPUTER SUPPLIES	369	150	150	-	
4219 OTHER OFFICE SUPPLIES	1,077	1,520	1,500	(20)	
4263 OTHER REPAIR PARTS	145	275	200	(75)	
4299 OTHER MATERIALS	10	100	100	-	
<b>TOTAL 4200</b>	<b>\$ 1,601</b>	<b>\$ 2,145</b>	<b>\$ 2,180</b>	<b>\$ 35</b>	<b>1.63%</b>
4311 LEGAL SERVICES	\$ 116,260	\$ 122,020	\$ 122,000	\$ (20)	
431K SEMINAR FEES	4,290	3,067	3,060	(7)	
4322 POSTAGE	4,514	2,835	3,195	360	
4323 TELEPHONE	899	900	924	24	
4324 TRAVEL	4,221	2,100	3,500	1,400	
4326 MILEAGE	771	980	1,080	100	
432L LONG DISTANCE	72	126	96	(30)	
4342 LIABILITY INSURANCE	144	152	223	71	
4343 OFCL/CRIME BOND	20	20	20	-	
4363 CONT OTHER REPAIR	-	300	300	-	
4369 CONT SERVICES	3,197	3,240	3,280	40	
4374 CONT OTHER RENT	1,562	1,608	1,392	(216)	
4391 SUBS & DUES	6,075	4,925	5,530	605	
4399 OTHER SERVICES	307	1,020	570	(450)	
<b>TOTAL 4300</b>	<b>\$ 142,332</b>	<b>\$ 143,293</b>	<b>\$ 145,170</b>	<b>\$ 1,877</b>	<b>1.31%</b>
4451 PUR FURNITURE	\$ -	\$ 1,250	\$ -	\$ (1,250)	
<b>TOTAL 4400</b>	<b>\$ -</b>	<b>\$ 1,250</b>	<b>\$ -</b>	<b>\$ (1,250)</b>	<b>-100.00%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 462,279</b>	<b>\$ 490,611</b>	<b>\$ 501,569</b>	<b>\$ 10,957</b>	<b>2.23%</b>



**STAFFING LEVELS**  
**BUDGETED**  
**LAW**

CLASSIFICATION TITLE	EXEMPT GRID/ UNION														
		2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	
City Attorney	I	1	1	1	1	1	1	1	1	1	1	1	1	1	
Legal Research/Administrative Assistant	A	1	1	1	1	1	1	1	1	1	1	1	1	1	
Labor Relations Specialist	D	0	0	0	0	0	0	0	0	0	0	0	0	0	
Associate City Attorneys	H	2	2	2	2	2	2	2	2	2	2	2	2	2	
<b>TOTAL</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	

# OFFICE OF THE MAYOR

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## **Mission Statement**

It is the mission of the Office of the Mayor to assist the Mayor in serving the public by gathering information on important issues, assisting in analyzing those issues and developing policies to guide the course of the City for the future. At the direction of the Mayor, the office implements policy by coordinating and guiding the actions of the various divisions of the City government, and working cooperatively with other units of government, business, and other organizations to accomplish the goals of the City.

The Mayor's Office is comprised of: Executive Office, Public Information Office, Neighborhood Specialists, One Call Customer Service Center, Law Department, and Internal Audit Department.

## **Goals and Objectives**

The goals of the Office of the Mayor include those goals as determined by the:

- Comprehensive Plan
- Retain and gain jobs
- Maintain enhancing the City's capital assets
- Addressing capital and staff needs in the public safety division
- Improving the efficiency of local government
- Responsible stewardship of public assets and infrastructure
- Improved disclosure of City finances.

It is also the goal of the Office of the Mayor to include the goals and missions of the Neighborhood and Citizens Advocate Office, the Department of Public Information, and to assist individual citizens, neighborhood associations, and members of the media with their needs and questions concerning city government. The Neighborhood and Citizens Advocate Office mission is to serve as a mediator and advocate on behalf of the public and neighborhood associations in dealings with City departments, and to communicate with the Mayor the needs and desires voiced to the Office. The One Call Customer Service Center is designed to provide citizens and businesses with outstanding customer service by quickly and accurately responding to constituent questions and requests. It is the mission of the Public Information Office to provide information regarding administrative policies and city services to a variety of audiences, including citizens, City Council, neighborhood leaders, City employees, the media, and state/national groups.

The Public Information Office accomplishes its goals by organizing news conferences; maintaining the City's website; updating the Water Quality hotline recordings; representing the Mayor at events; providing tours for the public; operating the Government Access cable television station; organizing special events; and creating the annual report, brochures, letters, proclamations, newsletters, speeches, award applications and other written material.

The Mayor's office also provides a liaison between City government and the Indiana General Assembly to ensure the interests and issues of the community are being addressed during legislative sessions as well as interim study committees. The Mayor's legislative liaison also works with state and national municipal associations to champion urban causes and exchange information innovations in governing.

The Office of the Mayor is also the home of the City's Quality Program. The goal of the program is to improve City processes and the services provided to the residents of Fort Wayne. The quality initiative has three components: B.E.S.T. (Building Excellent Service with Teams), Six Sigma and the implementation and utilization of performance measures. B.E.S.T. and Six Sigma teams can be found throughout the City sharing B.E.S.T. practices and analyzing processes to make the City more efficient and effective.

The Mayor's office provides vision and direction for technology initiatives for the total enterprise.

### **Special Projects Include but not limited to:**

Mayor's staff to the following committees or boards: Sewer Advisory Board, Senior Advisory Council, Affirmative Action Advisory Council, UEA Marketing Committee, Fort Wayne Government Access Editorial Board, Cedar Creek Watershed Alliance, Mayor's Commission on Domestic Violence, Rape & Sexual Harassment, Safety Village/Survive Alive House, HANDS Board, Citizens Advisory Committee, Three Rivers Festival, Regional Neighborhood Network Conference, Community Service Council, Area Partnerships, Youth Development Alliance, Downtown Improvement District Marketing Committee, Internal Audit Committee, Central City Housing Trust Fund, Convention and Visitors' Bureau, Workforce Investment Board, Board of Public Works, Stormwater Management Board of Directors, Liaison to the Allen County Board of Health, Cable Fund Board, Arts United Board, Hospital Authority Board, and Three Rivers Ambulance Authority Board.

- Representation at State Legislature
- Neighborhood cleanups
- National Night Out
- Metro Paint-a-Thon
- Crimestoppers Advisory Board
- Fort Wayne Government Access Television Programming
- Internet Home Page
- Annual Report
- Media Training for Employees
- City Utilities Bill Stuffers
- UEA Annual Report
- Utilities Annual Report
- Water Quality Hotline
- State of the City Address
- Assistance with UEA Newsletter & Economic Development Newsletter
- Profits on Hold
- Consumer Confidence Report
- Summit Up
- IACT and USCM Liaison
- Municipal Government Week
- Fort Wayne City Services Guide
- Fort Wayne Government Brochure
- Crisis Communication preparation and training
- Internal communication newsletter and program
- One to One with Mayor Richard
- Bottled Fort Wayne Water
- City Services Survey
- Customer Service Training
- Performance Measures Workshop
- Six Sigma Overviews
- CEO Roundtable
- Intern Luncheon Learning Series

**MAYOR'S OFFICE**  
**Dept # 010-001**  
**2008 BUDGET COMPARISON**

		<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>\$ INCREASE</u>	<u>% CHANGE</u>
		<u>ACTUAL</u>	<u>APPROVED</u>	<u>SUBMITTED</u>	<u>(DECREASE)</u>	<u>FROM 2007 APPR</u>
			<u>THRU 06/30/07</u>		<u>TO 2008</u>	<u>TO 2008</u>
4111 WAGES-REG	\$	632,189	\$ 755,881	\$ 904,006	\$ 148,125	
4115 PARTTIME		11,788	14,914	10,712	(4,202)	
<b>TOTAL WAGES</b>	<b>\$</b>	<b>643,977</b>	<b>\$ 770,795</b>	<b>\$ 914,718</b>	<b>\$ 143,923</b>	<b>18.67%</b>
4131 PERF		34,771	47,243	63,280	16,038	
4132 FICA		47,033	58,966	69,976	11,010	
4134 GROUP HEALTH INSUR		94,200	127,500	162,000	34,500	
4136 UNEMPLOYMENT		324	771	915	144	
4137 WORKERS COMP		1,296	1,968	1,547	(421)	
413A PERFFRINGE		18,966	22,676	27,120	4,444	
413R RETIREE HEALTH INSUR		7,848	8,500	9,000	500	
<b>TOTAL 4100 **</b>	<b>\$</b>	<b>848,415</b>	<b>\$ 1,038,418</b>	<b>\$ 1,248,556</b>	<b>\$ 210,138</b>	<b>20.24%</b>
4213 COMPUTER SUPPL	\$	316	\$ 2,120	\$ 2,120	\$ -	
4219 OTHR OFFC SUPPL		6,471	9,200	9,200	-	
4231 GASOLINE		1,012	1,700	1,700	-	
4299 OTHER MTLs		505	3,100	3,100	-	
<b>TOTAL 4200</b>	<b>\$</b>	<b>8,304</b>	<b>\$ 16,120</b>	<b>\$ 16,120</b>	<b>\$ -</b>	<b>-</b>
431K SEMINAR FEES	\$	5,903	\$ 10,000	\$ 10,000	\$ -	
431S SOFTWARE TRAIN		-	1,000	1,000	-	
4322 POSTAGE		6,340	9,300	9,300	-	
4323 TELEPHONE		7,585	17,120	17,120	-	
4324 TRAVEL		26,650	21,200	21,200	-	
4326 MILEAGE		2,803	4,350	4,350	-	
432C CELL PHONE		1,810	4,500	4,500	-	
432L LONG DISTANCE		743	1,100	1,100	-	
4331 PRINTING		2,697	4,800	4,800	-	
4332 PUBL/LEGAL NOTICE		19	1,000	1,000	-	
4334 PUBLIC RELATIONS		11,389	30,220	30,220	-	
4342 LIABILITY INSUR		432	491	1,114	623	
4343 OFCL/CRIME BOND		61	64	100	36	
4345 AUTO INSUR		131	140	135	(5)	
4363 CONT OTH REP		1,994	600	600	-	
4369 CONT SRVCS		8,603	8,000	8,000	-	
436N GARGE-NONTGT		5	-	-	-	
4372 VEHICLE RENTAL		1,492	5,000	6,000	1,000	
4377 CC BLD PKG		381	500	600	100	
4391 SUBS & DUES		14,692	18,500	18,500	-	
4399 OTHR SRVCS		1,247	1,500	1,500	-	
<b>TOTAL 4300</b>	<b>\$</b>	<b>94,977</b>	<b>\$ 139,385</b>	<b>\$ 141,139</b>	<b>\$ 1,754</b>	<b>1.26%</b>
4443 PUR OFFC EQP	\$	-	\$ 1,200	\$ 1,400	\$ 200	
<b>TOTAL 4400</b>	<b>\$</b>	<b>-</b>	<b>\$ 1,200</b>	<b>\$ 1,400</b>	<b>\$ 200</b>	<b>16.67%</b>
<b>TOTAL EXPENSES</b>	<b>\$</b>	<b>951,696</b>	<b>\$ 1,195,123</b>	<b>\$ 1,407,215</b>	<b>\$ 212,092</b>	<b>17.75%</b>

\*\* In 2007, there is still an appropriation of approximately \$96,000 for (3) Call Takers. These three positions will be covered by positions from Purchasing, Public Works and Community Development.  
There was also an increase in the Mayor's salary to \$120,000 (or increase of \$12,361) that was approved by Council after the 2007 budget process.

**Mayor's Office 2008-2012 Capital Improvement Program**

FUNDING SOURCE CODE:	GRP-Grant Pending	PT-Property Tax
CC-Cumulative Capital Fund	LE-Lease	RB-Revenue Bond
CDBG-Community Development Block Grant	InfraBd-Infrastructure Bond	ST-State Source
CEDIT-Co. Economic Development Income Tax	LRS-Local Roads & Streets	SU-Sewer Utility
CO-County Source	MISC-Miscellaneous	SWU-Stormwater Utility
FED-Federal Source	MVH-Motor Vehicle Highway	TIF-Tax Increment Financing
GOB-General Obligation Bond	PCBF-Park Cumulative Bldg. Fund	UF-User Fee
GRA-Grant Approved	PS-Private Source	WU-Water Utility

Item #	Project Title & Description	Funding Source	Expenditure				
			2008	2009	2010	2011	2012
1	Equipment Purchases						
	a. Fax Machine	PT	1,400	-	-	-	-
	b. Printer	PT	-	2,500	-	-	-
2	Office Equipment	PT	-	-	-	-	-
3	Computer Replacement	PT	-	-	-	-	-
<b>TOTAL</b>			<b>1,400</b>	<b>2,500</b>	-	-	-

1. a. Purchase of replacement fax machine purchased in 1996. Fax will be replaced only if the equipment fails.
1. b. Purchase of replacement printer for Mayor according to City guidelines. Printer will be replaced only if the the equipment fails.
2. Office equipment additions for One Call operation.
3. Purchase of 8 computers for planned rotation, according to City replacement guidelines.

**STAFFING LEVELS**  
**BUDGETED**  
**OFFICE OF THE MAYOR**

CLASSIFICATION TITLE	EXEMPT GRID/ UNION														
		2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	
Mayor	UC	1	1	1	1	1	1	1	1	1	1	1	1	1	
Staff Director/Chief of Staff	I	1	0.5	1	1	1	1	1	0	0	0	0	0	0	
Deputy Mayor	I	0	0	0	0	0	0	0	1	1	1	1	1	1	
Strategic Planner	K	0	0	0	0	0	0	0	0	0	0	0	0	0	
Director, Neighborhood/Citizens Advocate	J	0	0	0	0	0	0	0	0	0	0	0	0	0	
Executive Assistant	C	1	0	0	0	0	0	0	0	0	0	0	0	0	
Director Public Information	H	1	1	1	1	1	1	1	1	1	1	1	1	1	
Administrative Assistant	A	1	2	2	1.25	2	2	2	3	3	3	3	3	3	
Public Information Officer	E	2	2	3	1	1	1	1	1	1	1	1	1	1	
Executive Secretary	A	0	0	0	0	0	0	0	0	0	0	0	0	0	
Asst. Citizens Advocate	D	0	0	0	0	0	0	0	0	0	0	0	0	0	
Receptionist/Administrative Assistant	A	1	1	1	1	1	1	1	1	1	1	1	1	1	
Executive Secretary	A	1	1	1	2	1	1	1	0	0	0	0	0	0	
Neighborhood Specialist/Citizens Advocate	E	4	4	4	4	4	4	4	0	0	0	0	0	0	
Mayor's Area Advocate	E	0	0	0	0	0	0	4	4	4	4	4	4	4	
Quality Enhancement Manager	I	1	1	1	0	0	0	0	0	0	0	0	0	0	
Graphic Artist	C	0	0	0.83	0	0	0	0	0	0	0	0	0	0	
City Services Specialist	E	0	0	0	0	0	0	0	3	6	6	6	6	6	
<b>TOTAL</b>		<b>14</b>	<b>13.5</b>	<b>15.83</b>	<b>12.25</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>15.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	