



CY 2022 Annual Risk Management Report

Office of the Chief Financial Officer – Director of Risk Management
Risk Management Council

March 2023

Overview

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Executive Summary

The City Charter requires the City to have a Risk Management Council, an advisory body to the Mayor, to identify areas of interest and to consume information organized by the Director of Risk Management. The City Charter specifies the membership of the Risk Management Council (see Exhibit 1 for current membership).

This Annual Report summarizes areas of interest (as identified by the Risk Management Council), presentations made to the Risk Management Council on those topics, and action items to be taken to reduce the City's risk exposure.

The Annual Report also identifies areas of focus that will be addressed in the near future.

Insurance Program – Overview














The section provides an update on the status of the Commercial Insurance market as well as outlines the property and casualty insurance program for the City of Detroit. Although the city self-funds the majority of its liabilities, it does purchase some commercial insurance to protect the City against the risk of catastrophic loss.

The City purchases this insurance through its commercial insurance broker, Alliant, to access the commercial insurance market. For this service Alliant is paid a fee of \$125,000 per year.

Slide 6 provides a year-to-year comparison of the insurance premiums for the City of Detroit.

Insurance Program – Market Update

“While the industry balance sheet is strong enough to meet the commitments to insureds, it is facing emerging challenges from the significant and increasing impact of catastrophic weather events, cyber risk and significant price and social inflation/lawsuit abuse,” Robert Gordon, senior vice president of policy, research, and international for APCIA, said in a statement.

 Pandemics & Epidemics	 Great Resignation & Quiet Quitting	 Aging Infrastructure	 Geo Political	
 Climate Change	 Inflation	 Mass Shootings	 Natural Disasters	
 Supply Chain & Labor Shortage	 Social Inflation & Nuclear Verdicts	 Cyber Attacks	 Ukraine War	 Legislation

Insurance Program – Summary

Coverage	Limit	Deductible	Notes
All Risk Property	\$ 1,000,000,000	\$ 500,000	Includes a \$100 Million sub-limit for flood coverage
Cyber (included in Property)	2,000,000	Various	
Excess Cyber Liability	3,000,000	2,000,000	(xs of Primary Cyber) ¹
Airport Liability	200,000,000	1,000	
Helicopter - Hull & Liability	25,000,000	10,000	
Treasurer Bond	20,000,000	N/A	
Fine Arts	31,000,000	2,500	
Workboat - Hull & Liability	1,000,000	1,000	
Excess Marine Liability	1,000,000	1,000,000	(xs of Primary) ²
Flood (misc. locations)	500,000	50,000	NFIP flood insurance
General Liability	5,000,000	1,000	

1) Excess Cyber sits above Primary cyber. The Primary cyber (\$2M) is included within the structure of the Property policy.

2) Excess Marine sits above the Primary Workboat Hull and Liability policy.

Insurance Program – Premium Summary

As of December 31, 2022

Coverage	Renewal Date	Premium FY 22	Premium FY 23	Difference	% Change
Airport Liability	2022-07-01	\$ 25,897	\$ 28,375	\$ 2,478	9.6%
All Risk Property	2022-07-01	1,982,118	2,421,892	439,774	22.2%
Excess Cyber	2022-07-01	150,000	190,733	40,733	27.2%
Excess Marine Liability	2022-11-04	1,722	1,722	0	0.0%
Fine Art	2022-08-07	37,173	37,173	0	0.0%
General Liability	2022-07-01	240,560	255,552	14,992	6.2%
Helicopter - Hull & Liability	2022-07-01	39,786	43,952	4,166	10.5%
NFIP Flood (misc. locations)	2022-04-24	16,632	16,632	0	0.0%
Treasurer Bond	2022-07-01	50,000	50,000	0	0.0%
Workboat Hull & Liability	2022-11-04	35,005	35,005	0	0.0%
Broker Fee (Alliant)		125,000	125,000	0	0.0%
TOTAL		\$2,703,893	\$3,206,036	\$502,143	18.6%



Flood Loss Update

- Flood Loss of June 26, 2021
- Total Loss estimated at \$ 3.1 Million. (excludes DWSD)
 - Charles H. Wright Museum - \$ 2.3 Million.
 - Coleman A. Young International Airport (DET) - \$209,098.
 - Brennan Pool - \$299,239.
- Final Loss adjustment/payment will happen soon
- (Final repair to lower level floors and installation of storage racks at Wright Museum are currently being done.)

Auto and Driver Safety



Auto Liability Payment Summary

	DDOT	DPD	DFD
2018	6,691,908	458,031	15,000
2019	4,037,579	990,100	41,000
2020	2,216,635	15,000	500,000
2021	8,728,576	573,884	302,008
Total	\$21,674,698	\$2,037,015	\$858,008

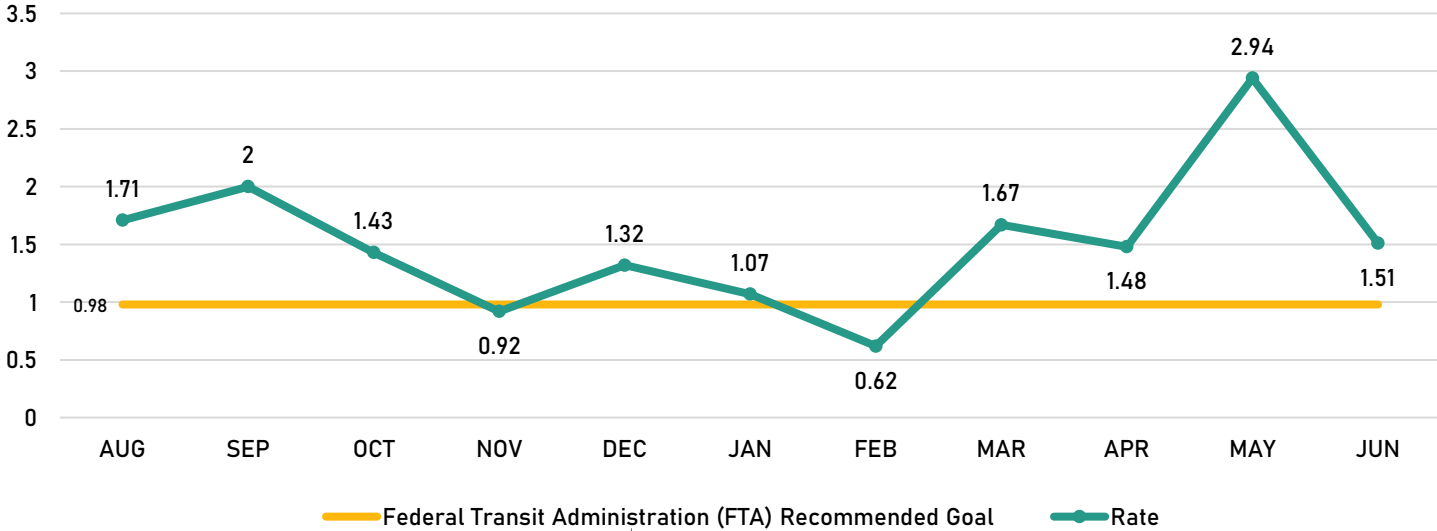
Auto and Driver Safety

In CY 2022, the RM committee received Driver Safety and Risk Management updates from DDOT, DPD and DFD. The presentations covered the following areas:

- Driver training practices. Departmental Auto Safety Policy.
- Accident Investigation to include review process and risk management recommendations for improvement including progressive discipline.
- Each department identified the metrics they were tracking to use to assess progress in the area of driver safety. (see slides 12, 13 and 14.)

DDOT Preventable Collision Rate

DDOT Preventable Collision Rate FY2022
(Per 100,000 Miles Driven)



Note: DDOT is in the early stages of collecting data and will provide action plans and recommendations based on trends once more data is collected.



DPD Accident Rate

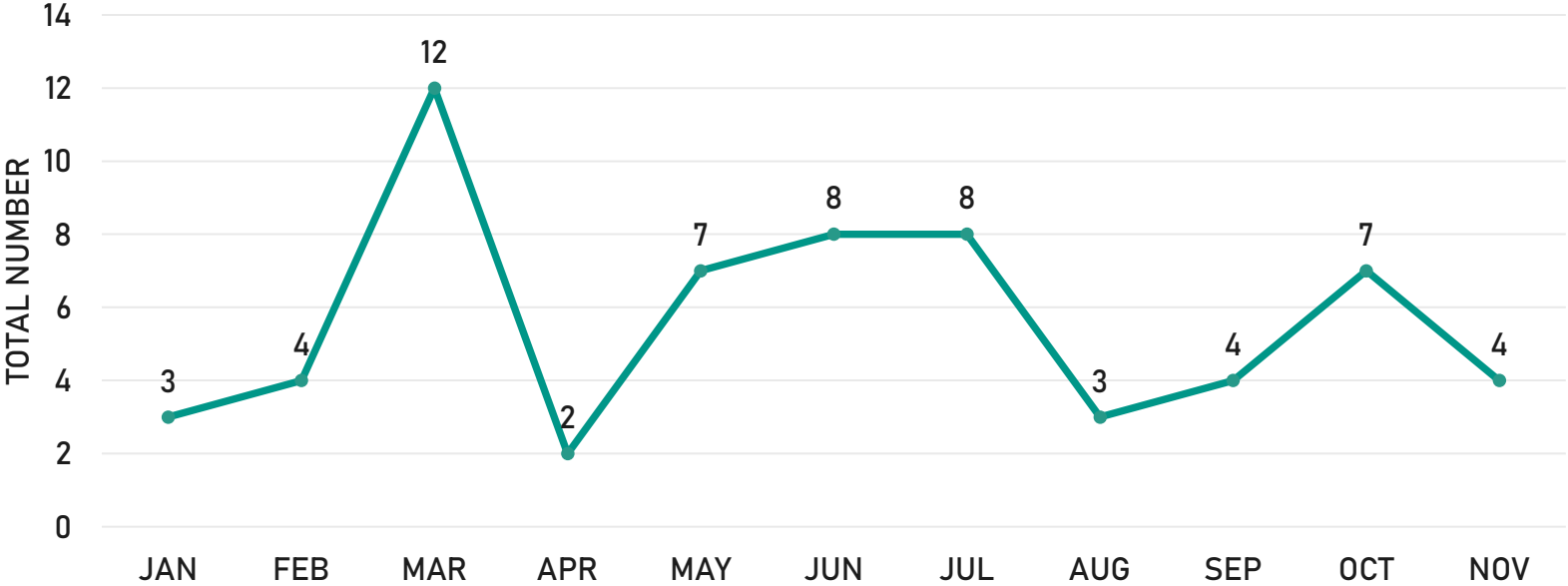
Driver Action Prior to Accident Jan 2020 – May 2022

	2020	2021	2022
Pursuit	6	7	2
Dispatch Response	39	44	7
Patrol	165	104	48
Secondary Unit	24	16	6
Parked Vehicle	23	32	14
Other/Unknown	4	43	17
Total	261	246	92



DFD Fire Apparatus Accidents

Fire Vehicle Accidents by Month
January-November 2022



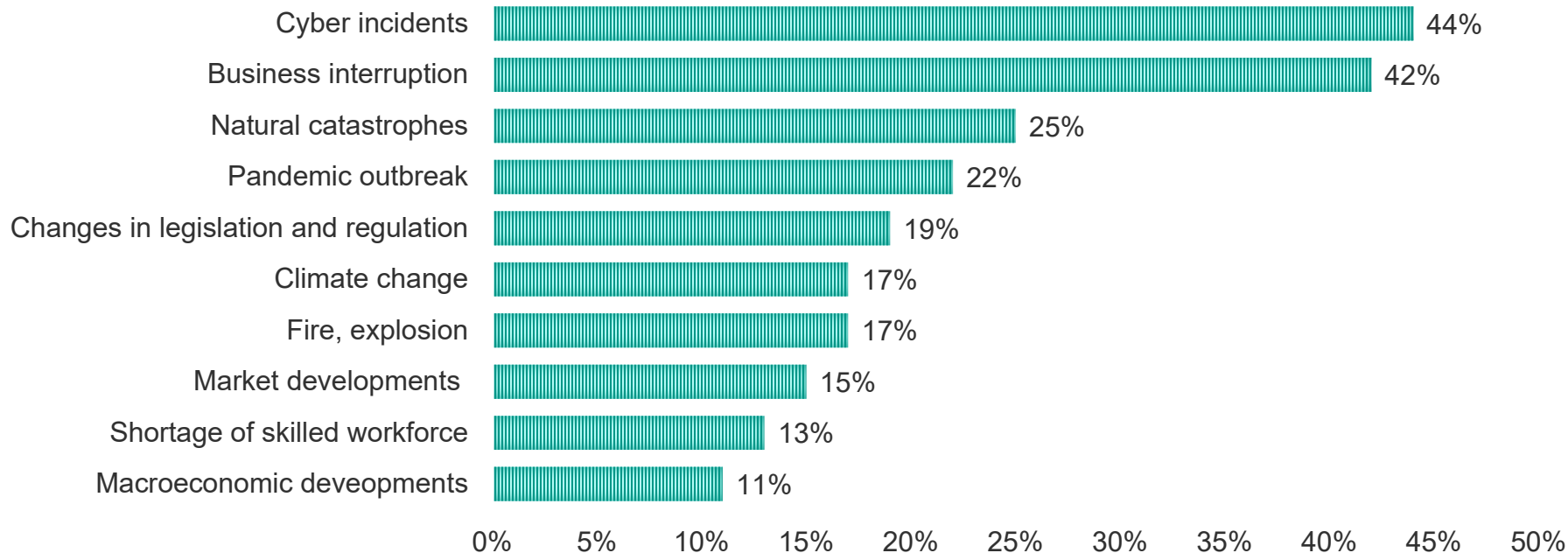
Auto Safety - Action Items

- Create safe driving policy for all departments.
- Work with auto safety subgroup from DDOT, DPD and DFD to improve driver training and share resources. Share best practices with other departments to improve auto safety across the City.
- Focus on continued improvement with DDOT bus camera system.
- Work with the auto safety subgroup to identify best practices for the metrics we should be tracking and implement that process across the City.

Wrongful Incarceration Cases

- Currently 15 cases are pending against the City and/or current or former police officers. City is liable for the officer's liability in cases where the City has agreed to provide indemnification, or, if indemnification was denied, where indemnification was ordered by an arbitrator.
- In 2022 two cases were settled for \$8.25M per. (a total of \$16.5M)
- In addition to the City's exposure for the plaintiff's damages, these cases typically allow the plaintiffs' attorney to recover their attorney fees.
- The City has engaged outside counsel for many of these cases.
- The City is recommending an increase of \$60M to the RM Reserve in order to fund for future loss payments.

Cyber Risk – Risk Management Concerns



Cyber Risk - The Big Four 2023



Iranian Escalation

Mandiant expects that Iranian cyber espionage groups will continue to conduct widespread intelligence collection activity, particularly against government and Middle Eastern targets, as well as telecommunications, transportation and other entities. We anticipate Iranian threat actors' continued willingness to use disruptive and destructive cyber attacks to remain elevated, absent a significant change to Iran's current international isolation.



Chinese Cyber Assertiveness

Chinese cyber espionage poses a high-frequency and high-magnitude threat to organizations globally, both in the public and private sectors. Key drivers of Chinese cyber threat activity will include territorial integrity and internal stability, regional hegemony, and expanding global political and economic influence. Cyber espionage and information operations activity in support of China's national security and economic interests will continue to escalate. In 2022, a pro-People's Republic of China (PRC) information operations campaign directly targeted commercial entities in an industry of strategic significance to Beijing.³ We consider this broader targeting of private sector entities to be notable, and we may see global competitors to Chinese firms in other industries targeted by such information operations.



North Korea Desires Revenue and Intelligence

We assess with high confidence that North Korea will continue to pursue operations that support the regime with both revenue streams and strategic intelligence. International political and economic isolation along with public health challenges will likely inform North Korean cyber espionage against diplomatic, military, financial and pharmaceutical targets. We expect activity to be focused primarily on South Korea, Japan and the United States, with operations also noted in Europe, the Middle East and North Africa, and South Asia.



Russia Cyber and Invasion of Ukraine

Russia's invasion of Ukraine created unprecedented circumstances for cyber threat activity. This likely is the first instance in which a major cyber power has conducted disruptive attacks, cyber espionage and information operations concurrently with widespread, kinetic military operations. Mandiant anticipates future disruptive attacks in Ukraine and suggests that they are likely to be accompanied by concurrent information operations. We expect that Russia's willingness to use disruptive tactics as well as false or coopted hacktivist fronts—to claim credit for data leaks and data destruction—to increasingly expand outside of Ukraine and its immediate neighbors.

Source: Mandiant Cyber Security Forecast Report 2023

Cyber Risk – Security Standards

Multi-factor authentication

Well managed end point detection

Well managed RDP connections – VPN, MFA, etc.

Back Ups

Planning and Training (and Frequency)

Reasonable patching schedule/plan

Plan or adequate measures in place to protect end of life software

Email Security

Identity Access Management

Service Account Management

Cyber Update - DoIT

- DOIT Office update / FBI update on specific new forms of attacks
- Employee Training Programs
- Email Protection
- Risk Mitigation Efforts
- Vendor Management & Contract Standardizations
- Zero Tolerance on suspicious behavior
- It takes funding and active participation – from ALL
- Process Improvement and Documentation
- Backups and Remediation



Cyber Risk Action Items

- Think of tech as ongoing **ops** expense, NOT one time **capital** expense
- Two factor authentication (password + phone or App PIN) everywhere
- Work with DoIT to continue risk mitigation efforts in the face of ever increasing cyber threats
- Self Insurance Cyber Policy review



Questions



EXHIBITS

- Exhibit 1: Current Membership of Risk Management Council
- Exhibit 2: Liability Loss Summary (incl. Auto claims)
- Exhibit 3: Work Comp Annual Report

Exhibit 1: Risk Management Council Membership

Department	Delegate
Mayor	Brad Dick, Chief Operating Officer
Corporation Counsel	Chuck Raimi, Deputy Corporation Counsel
Police	Grant Ha, Deputy Chief
Finance (OCFO)	John Naglick, Chief Deputy CFO/ Finance Director
Human Resources	Kimberly Hall-Wagner, Chief of Policy & Planning
Auditor General	Mark Lockridge, Auditor General
City Council	David Whitaker, Director, LPD
Inspector General	Ellen Ha, Inspector General
Transportation	VACANT
DoIT	Art Thompson, CIO



Exhibit 2: Liability Loss Summary (incl. Auto claims)



Department	Other	Auto	Grand Total
Buildings - Safety Engineering Department	\$ 70,000		\$ 70,000
2019	\$ 45,000		\$ 45,000
2020	\$ 25,000		\$ 25,000
City Council		\$ 149,142	\$ 149,142
2021		\$ 149,142	\$ 149,142
Department of Innovation and Technology	\$ 195,000		\$ 195,000
2019	\$ 195,000		\$ 195,000
Department of Public Works	\$ 2,244,428	\$ 296,260	\$ 2,540,689
2018	\$ 384,749	\$ 71,250	\$ 455,999
2019	\$ 1,118,300	\$ 5,000	\$ 1,123,300
2020	\$ 305,625		\$ 305,625
2021	\$ 435,754	\$ 220,010	\$ 655,765
Department of Transportation	\$ 1,828,911	\$ 21,674,700	\$ 23,503,611
2018	\$ 154,285	\$ 6,691,909	\$ 6,846,194
2019	\$ 715,378	\$ 4,037,579	\$ 4,752,957
2020	\$ 562,681	\$ 2,216,636	\$ 2,779,316
2021	\$ 396,567	\$ 8,728,577	\$ 9,125,144
Detroit Building Authority	\$ 75,000		\$ 75,000
2018	\$ 75,000		\$ 75,000
Finance Department	\$ 637,217		\$ 637,217
2018	\$ 300,000		\$ 300,000
2019	\$ 282,087		\$ 282,087
2021	\$ 55,129		\$ 55,129
Fire Department	\$ 1,165,023	\$ 858,009	\$ 2,023,032
2018	\$ 1,037,500	\$ 15,000	\$ 1,052,500
2019	\$ 12,500	\$ 41,000	\$ 53,500
2020	\$ 114,961	\$ 500,000	\$ 614,961
2021	\$ 62	\$ 302,009	\$ 302,071
GENERAL SERVICES	\$ 19,144	\$ 295,805	\$ 314,949
2018	\$ 6,250		\$ 6,250
2021	\$ 12,894	\$ 295,805	\$ 308,699
Health Department	\$ 250		\$ 250
2020	\$ 250		\$ 250
Housing and Revitalization Department	\$ 85,000		\$ 85,000
2020	\$ 85,000		\$ 85,000
Law Department	\$ 128,020		\$ 128,020
2019	\$ 128,020		\$ 128,020
Municipal Parking Department	\$ 1,325	\$ 23,000	\$ 24,325
2018	\$ 1,325	\$ 20,000	\$ 21,325
2020		\$ 3,000	\$ 3,000
Police Department	\$ 28,111,685	\$ 2,037,115	\$ 30,148,800
2018	\$ 2,446,742	\$ 458,031	\$ 2,904,773
2019	\$ 11,913,253	\$ 990,100	\$ 12,903,353
2020	\$ 2,291,103	\$ 15,100	\$ 2,306,203
2021	\$ 11,460,588	\$ 573,884	\$ 12,034,472
Water Department	\$ 49,000		\$ 49,000
2019	\$ 49,000		\$ 49,000
Non-Departmental	\$ 2,499		\$ 2,499
2021	\$ 2,499		\$ 2,499
Grand Total	\$ 34,612,501	\$ 25,334,031	\$ 59,946,533

Exhibit 3: Work Comp Annual Report



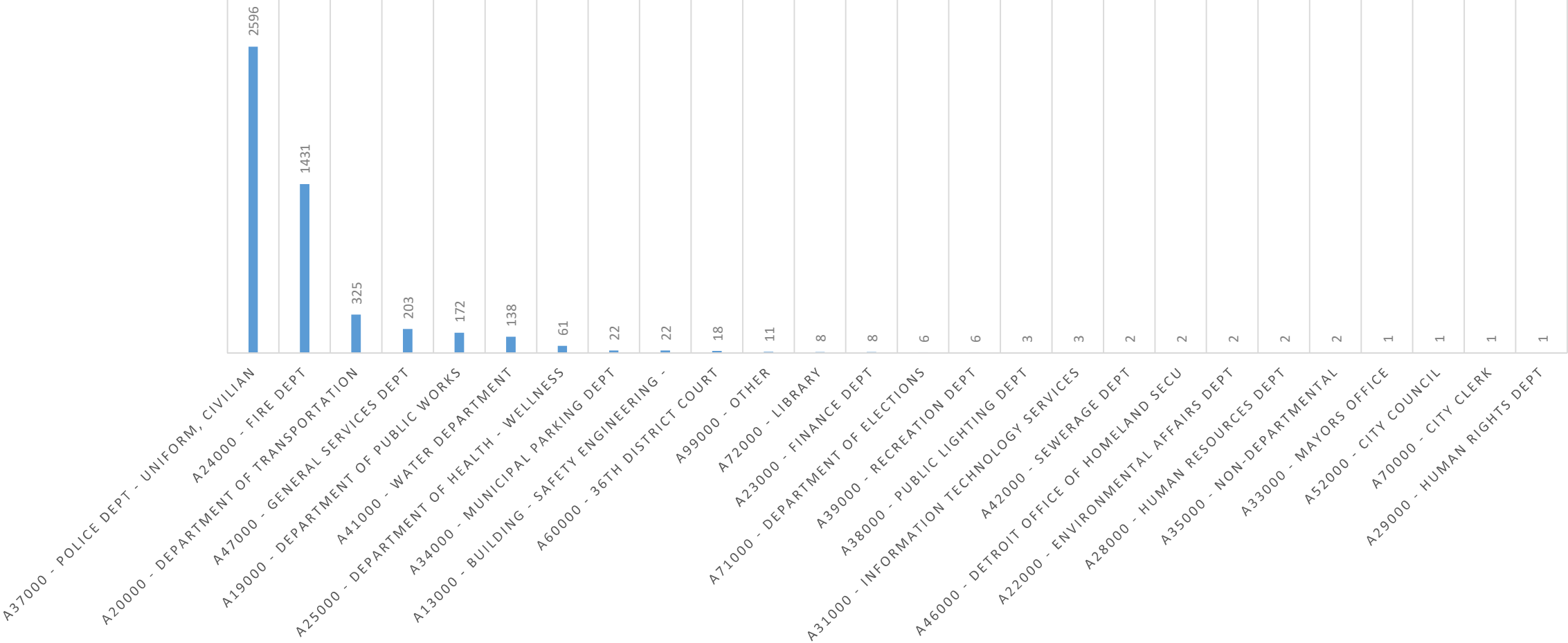


Workers' Compensation || Trend Analysis – Risk Management Council

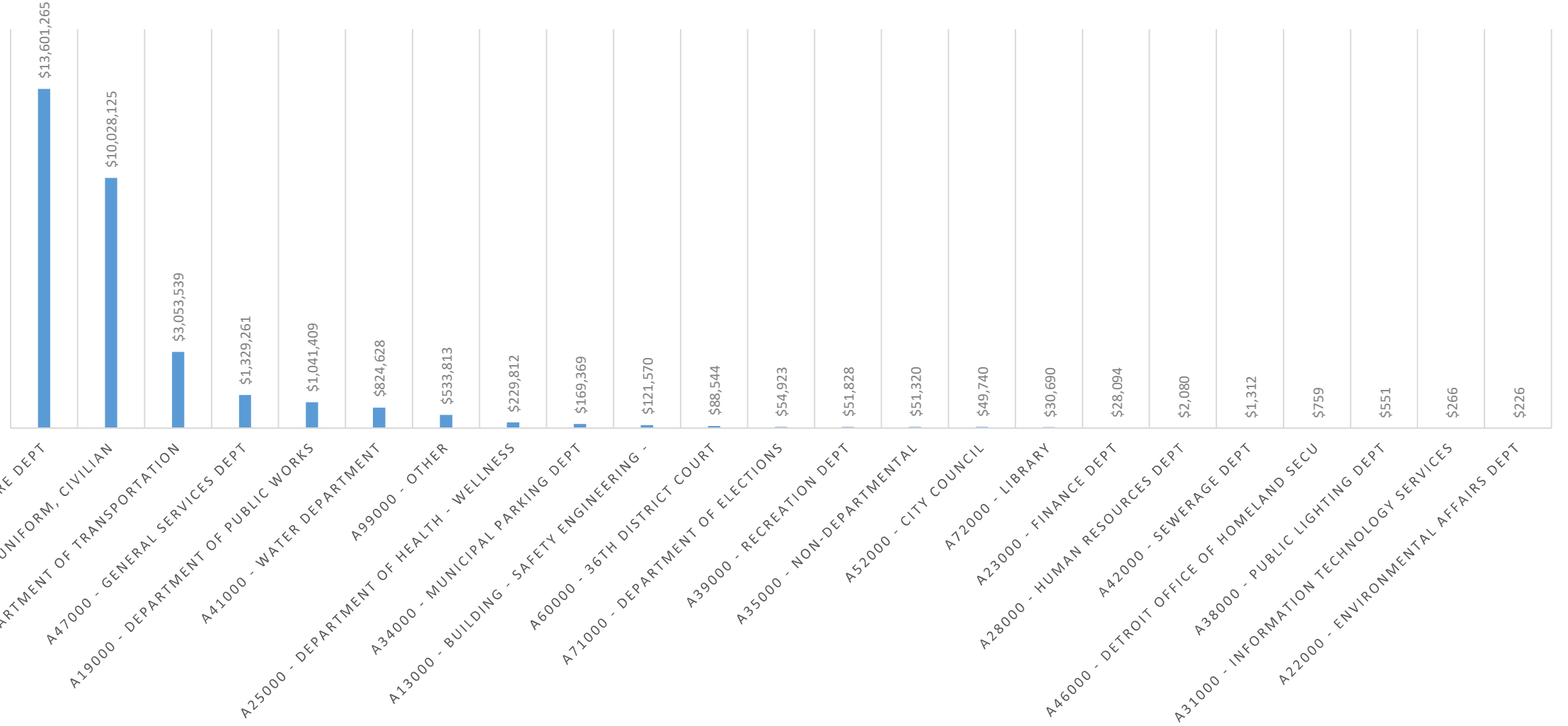
**Presented by: CompOne Administrators –
Robert Dewey, Director of Client Services &
Business Development**



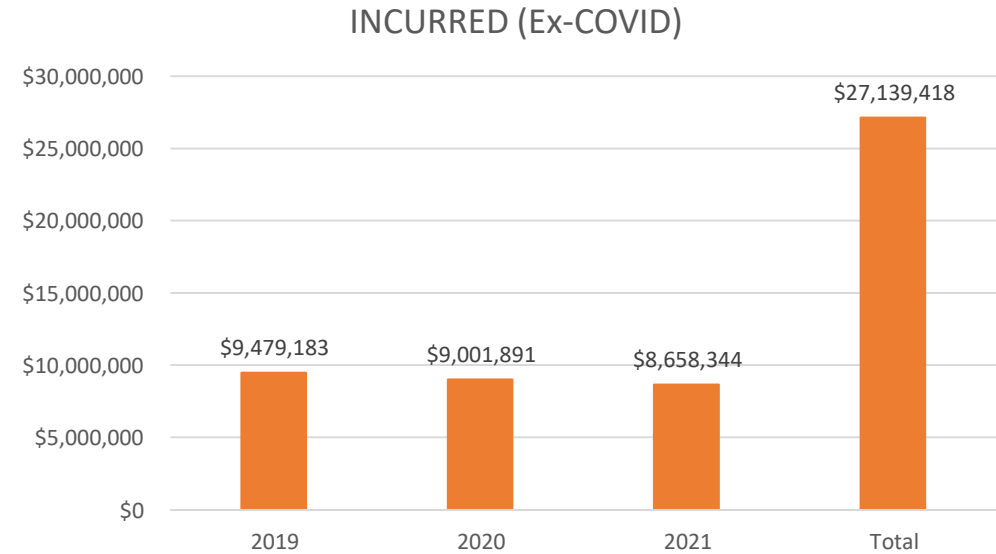
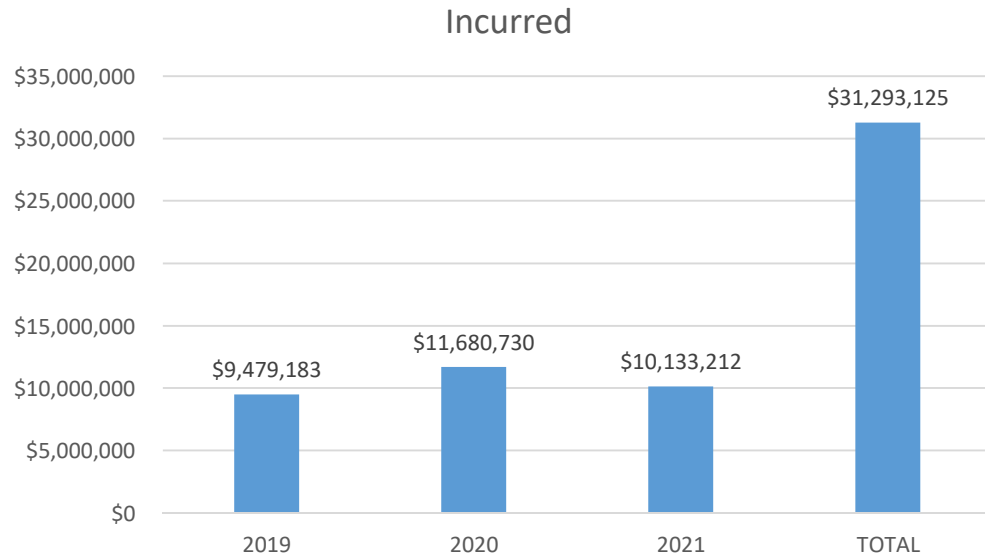
INJURIES ALL DEPARTMENTS - PAST 3 YEARS



TOTAL INCURRED BY DEPARTMENT - PAST 3 YEARS

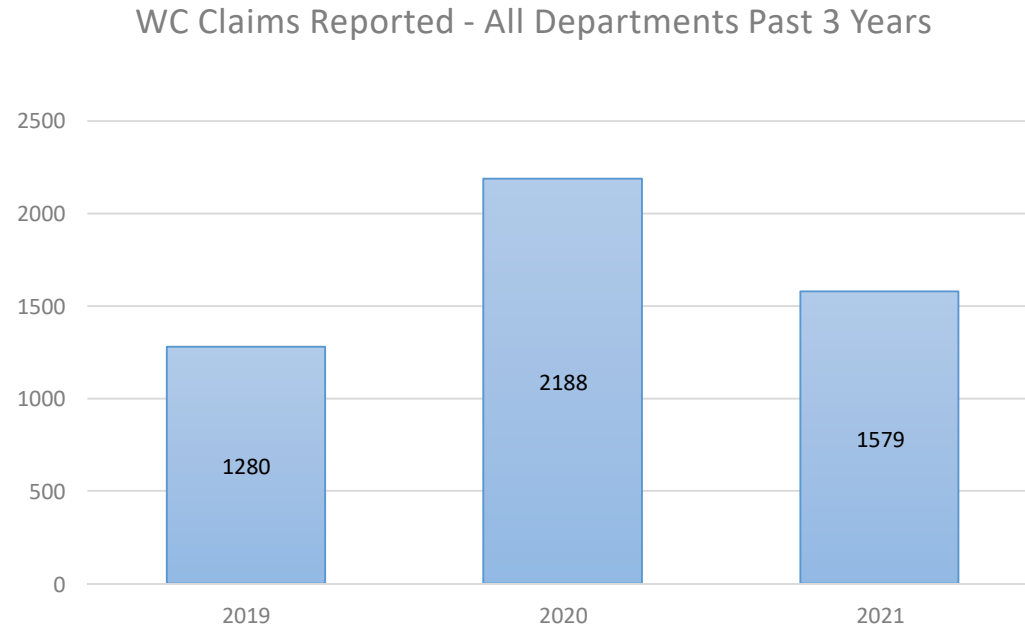


Overview || Incurred Summary – Last 3 Fiscal Years



- City of Detroit had a 13.25% decrease in Total Incurred for claims in the most recent Fiscal Year.
- Removing COVID Claims, the City had an 8.66% reduction in Incurred losses over the last two Fiscal Years.

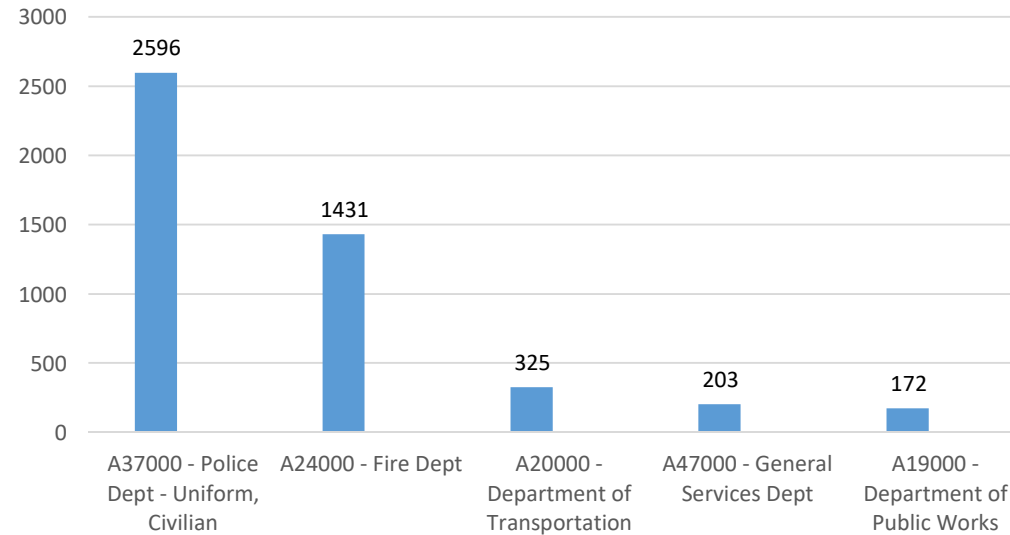
Overview || Claim Summary – Top 5 Departments



- City of Detroit, has averaged 1682 WC claims over the last 3 years. This past two year had an increase due to COVID claims. (1535 Covid claims combined 2020 & 2021).
- 51% of claims are Police. 79% of claims are First Responder (Police/Fire/EMS)

Overview || Claim Summary – Top 5 Departments

Claims - Top 5 Departments Past 3 Years



Department	Claims	Percent
A37000 - Police Dept - Uniform, Civilian	2596	51%
A24000 - Fire Dept	1431	28%
A20000 - Department of Transportation	325	6%
A47000 - General Services Dept	203	4%
A19000 - Department of Public Works	172	3%

Overview || Claim Summary – Top 5 Departments Payroll Comparison

Dept#		19	20	24	37	47
Dept	Public Works	Transportation	Fire/EMS	Police	General Services	
2022	EE Count	322	580	1136	3102	534
2022	Payroll	\$ 23,685,000.00	\$ 46,850,000.00	\$ 85,807,000.00	\$ 233,025,000.00	\$ 35,190,000.00
3 yr	Claim Count	172	325	1431	2596	203
3 yr	Incurred	\$ 1,041,409.00	\$ 3,053,539.00	\$ 13,601,265.00	\$ 10,028,125.00	\$ 1,329,261.00

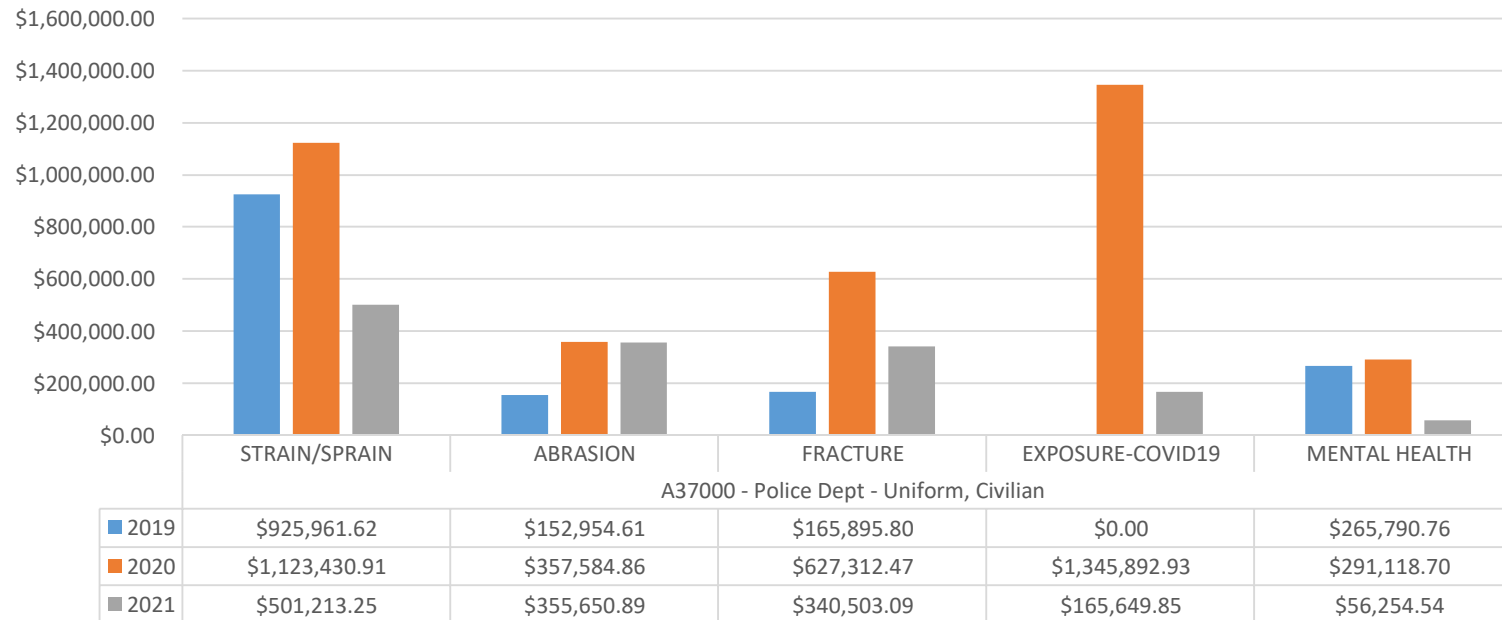
Claims to EE	53%	56%	126%	84%	38%
Incurred to Payroll	4%	7%	16%	4%	4%

Overview || Claim Summary – Top 5 Losses– Last 3 years

Party Name	Level 2	Loss Date	Death Date	Loss Causation	Body Part Description	Diagnosis Description	Total Paid	Total Incurred
CHRISTIAN DORSEY	A37000 - Police Dept - Uniform, Civilian	08/17/2020		TRAINING	LEG(S)	Compartment Syndrome	\$185,809.49	\$605,050.00
FRANKLIN D. WILLIAMS	A24000 - Fire Dept	03/20/2020	04/08/2020	EXPOSURE HOSPITALIZATION	LUNGS, RESPIRATORY SYSTEM	EXPOSURE-COVID19	\$91,715.61	\$516,050.00
Michael J. Bailey	A37000 - Police Dept - Uniform, Civilian	05/31/2020		BENDING/TWISTING/STOOPING	KNEE-LEFT	FRACTURE	\$198,387.24	\$506,737.69
MARK TAYLOR	A24000 - Fire Dept	10/03/2019		BURNS	BACK, COCCYX, LUMBAR, SACRUM, SPINE	BURN(S) OR SCALD (HEAT)	\$318,191.51	\$331,167.07
JONATHAN PARNELL	A37000 - Police Dept - Uniform, Civilian	03/06/2020	03/25/2020	EXPOSURE	LUNGS, RESPIRATORY SYSTEM	EXPOSURE-COVID19	\$98,934.57	\$252,584.00

Overview || Police Department

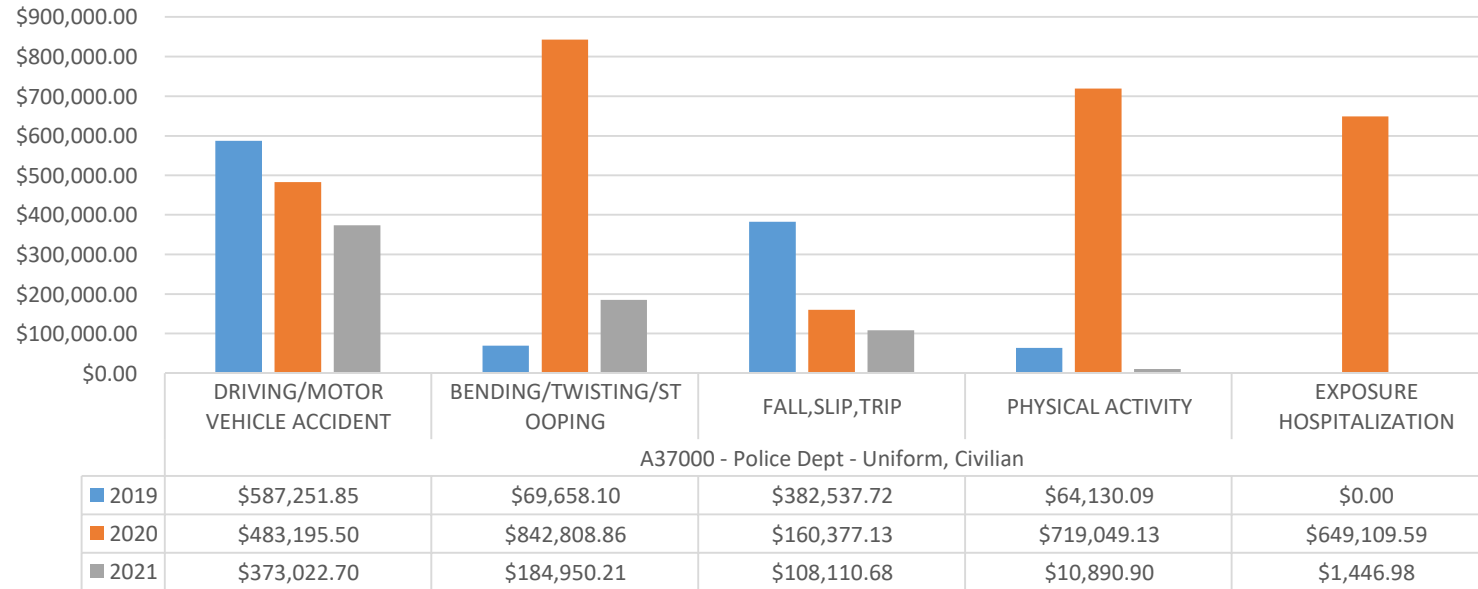
Type of Injury - A37000 - Police Dept - Uniform, Civilian



Type of Injury	2019	2020	2021
A37000 - Police Dept - Uniform, Civilian			
STRAIN/SPRAIN	\$925,961.62	\$1,123,430.91	\$501,213.25
ABRASION	\$152,954.61	\$357,584.86	\$355,650.89
FRACTURE	\$165,895.80	\$627,312.47	\$340,503.09
EXPOSURE-COVID19	\$0.00	\$1,345,892.93	\$165,649.85
MENTAL HEALTH	\$265,790.76	\$291,118.70	\$56,254.54
A37000 - Police Dept - Uniform, Civilian Total	\$1,510,602.79	\$3,745,339.87	\$1,419,271.62

Overview || Police Department

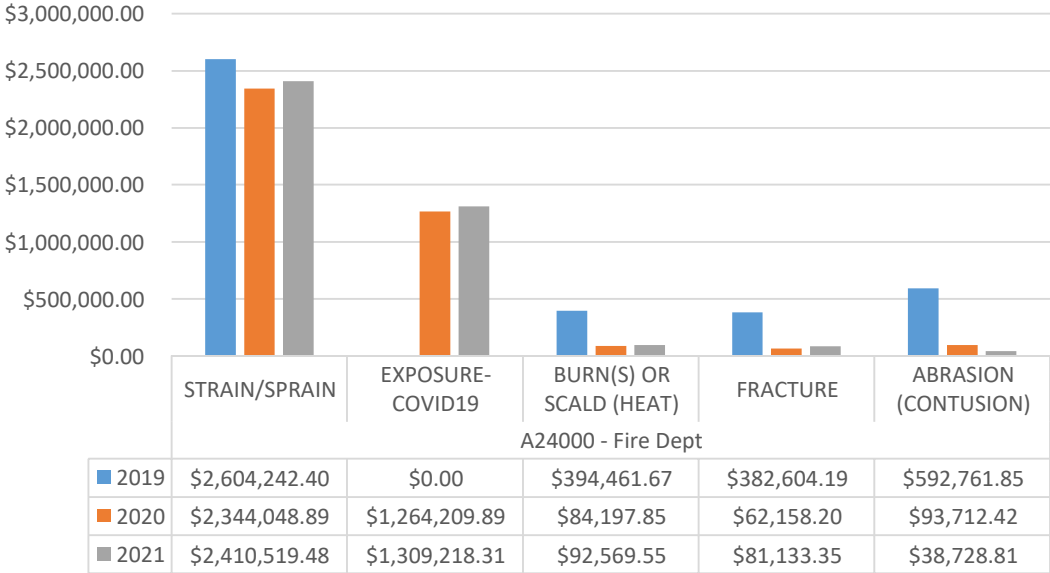
Cause of Injury - A37000 - Police Dept - Uniform, Civilian



Cause of Injury	2019	2020	2021
A37000 - Police Dept - Uniform, Civilian			
DRIVING/MOTOR VEHICLE ACCIDENT	\$587,251.85	\$483,195.50	\$373,022.70
BENDING/TWISTING/STOOPING	\$69,658.10	\$842,808.86	\$184,950.21
FALL,SLIP,TRIP	\$382,537.72	\$160,377.13	\$108,110.68
PHYSICAL ACTIVITY	\$64,130.09	\$719,049.13	\$10,890.90
EXPOSURE HOSPITALIZATION	\$0.00	\$649,109.59	\$1,446.98
A37000 - Police Dept - Uniform, Civilian Total	\$1,103,577.76	\$2,854,540.21	\$678,421.47

Overview || Fire Department

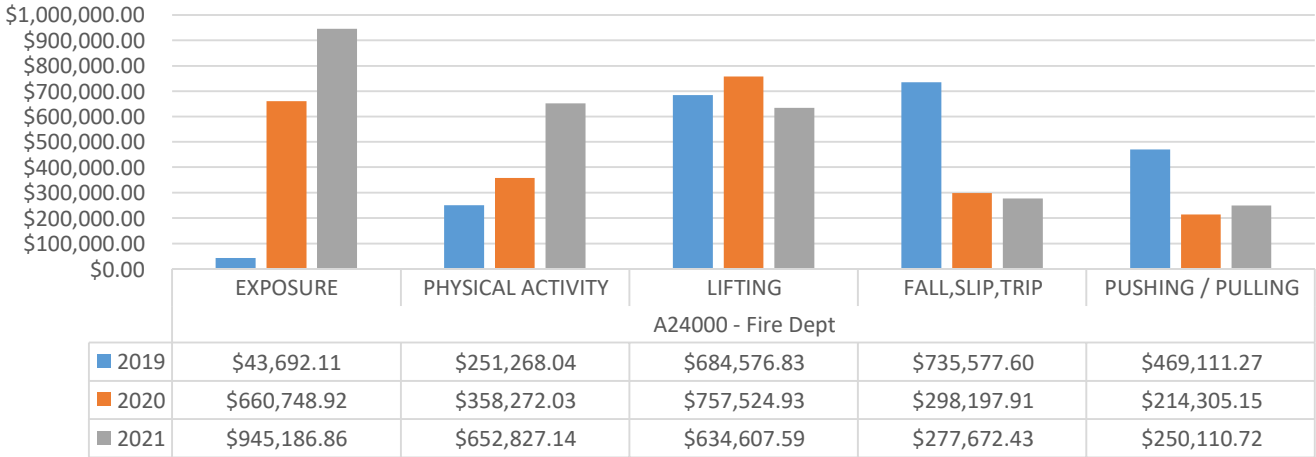
Type of Injury - A24000 - Fire Dept



Type of Injury	2019	2020	2021
A24000 - Fire Dept			
STRAIN/SPRAIN	\$2,604,242.40	\$2,344,048.89	\$2,410,519.48
EXPOSURE-COVID19	\$0.00	\$1,264,209.89	\$1,309,218.31
BURN(S) OR SCALD (HEAT)	\$394,461.67	\$84,197.85	\$92,569.55
FRACTURE	\$382,604.19	\$62,158.20	\$81,133.35
ABRASION (CONTUSION)	\$592,761.85	\$93,712.42	\$38,728.81
A24000 - Fire Dept Total	\$3,974,070.11	\$3,848,327.25	\$3,932,169.50

Overview || Fire Department

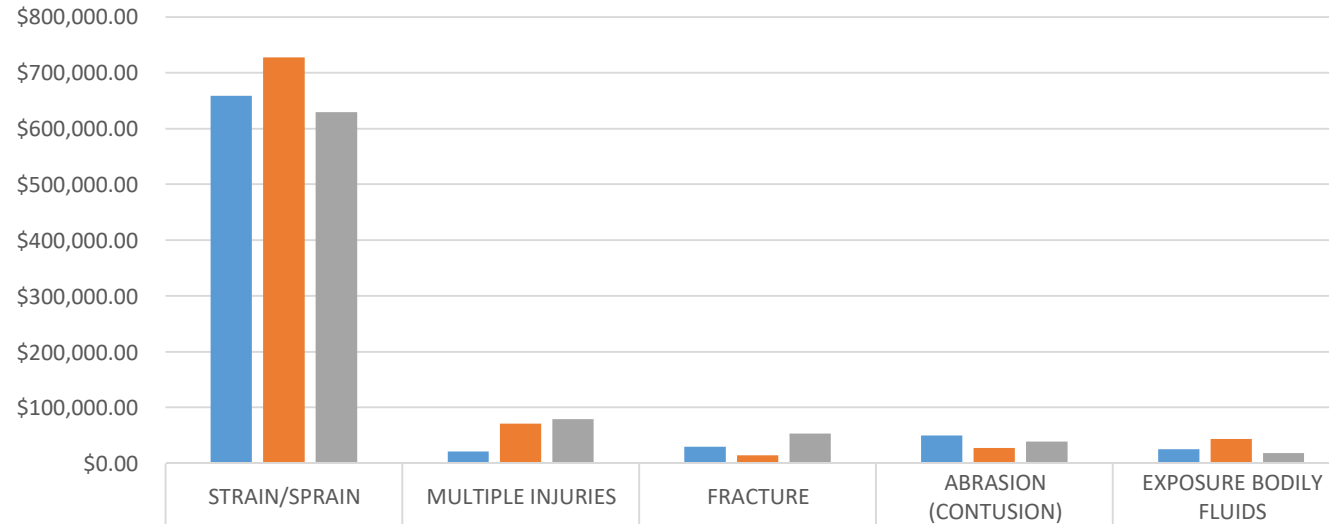
Cause of Injury - A24000 - Fire Dept



Cause of Injury	2019	2020	2021
A24000 - Fire Dept			
EXPOSURE	\$43,692.11	\$660,748.92	\$945,186.86
PHYSICAL ACTIVITY	\$251,268.04	\$358,272.03	\$652,827.14
LIFTING	\$684,576.83	\$757,524.93	\$634,607.59
FALL,SLIP,TRIP	\$735,577.60	\$298,197.91	\$277,672.43
PUSHING / PULLING	\$469,111.27	\$214,305.15	\$250,110.72
A24000 - Fire Dept Total	\$2,184,225.85	\$2,289,048.94	\$2,760,404.74

Overview || Department of Transportation

Type of Injury - A20000 - Department of Transportation

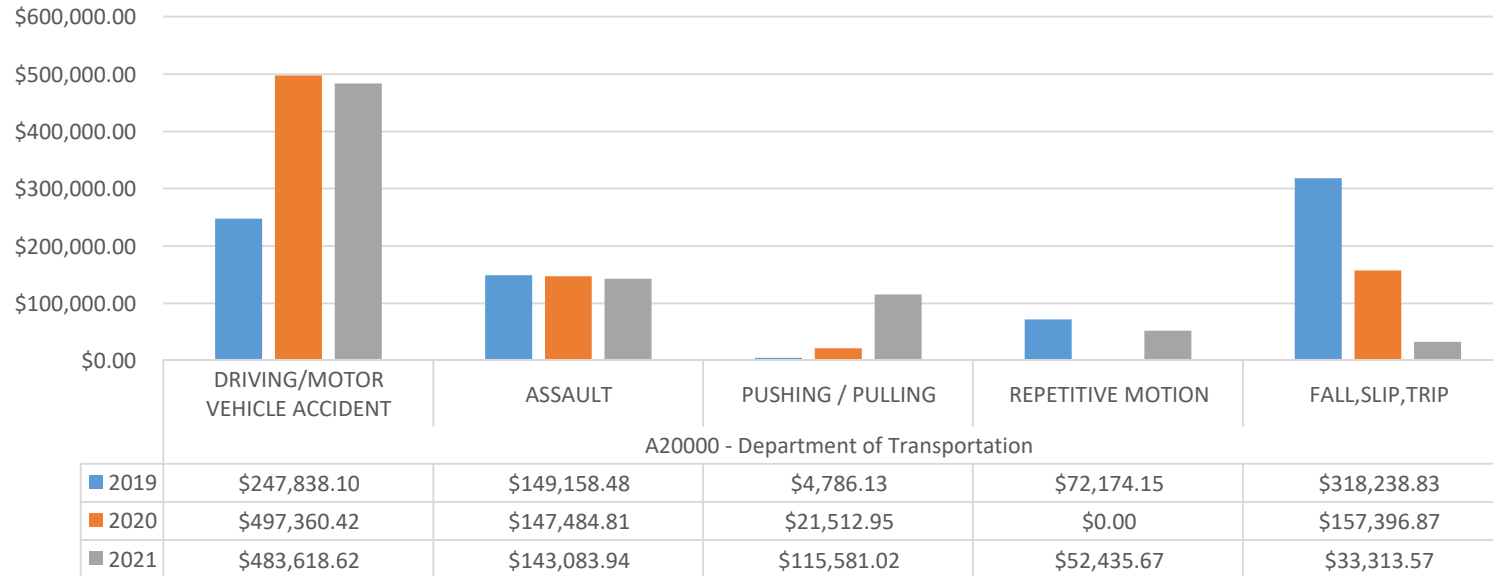


A20000 - Department of Transportation					
	2019	2020	2021		
■ 2019	\$658,790.81	\$20,706.96	\$29,765.20	\$49,542.56	\$25,000.00
■ 2020	\$727,542.54	\$70,803.96	\$13,964.99	\$27,244.19	\$43,564.23
■ 2021	\$629,573.27	\$78,637.16	\$53,335.93	\$38,469.27	\$18,277.51

Type of Injury	2019	2020	2021
A20000 - Department of Transportation			
STRAIN/SPRAIN	\$658,790.81	\$727,542.54	\$629,573.27
MULTIPLE INJURIES	\$20,706.96	\$70,803.96	\$78,637.16
FRACTURE	\$29,765.20	\$13,964.99	\$53,335.93
ABRASION (CONTUSION)	\$49,542.56	\$27,244.19	\$38,469.27
EXPOSURE BODILY FLUIDS	\$25,000.00	\$43,564.23	\$18,277.51
A20000 - Department of Transportation Total	\$783,805.53	\$883,119.91	\$818,293.14

Overview || Department of Transportation

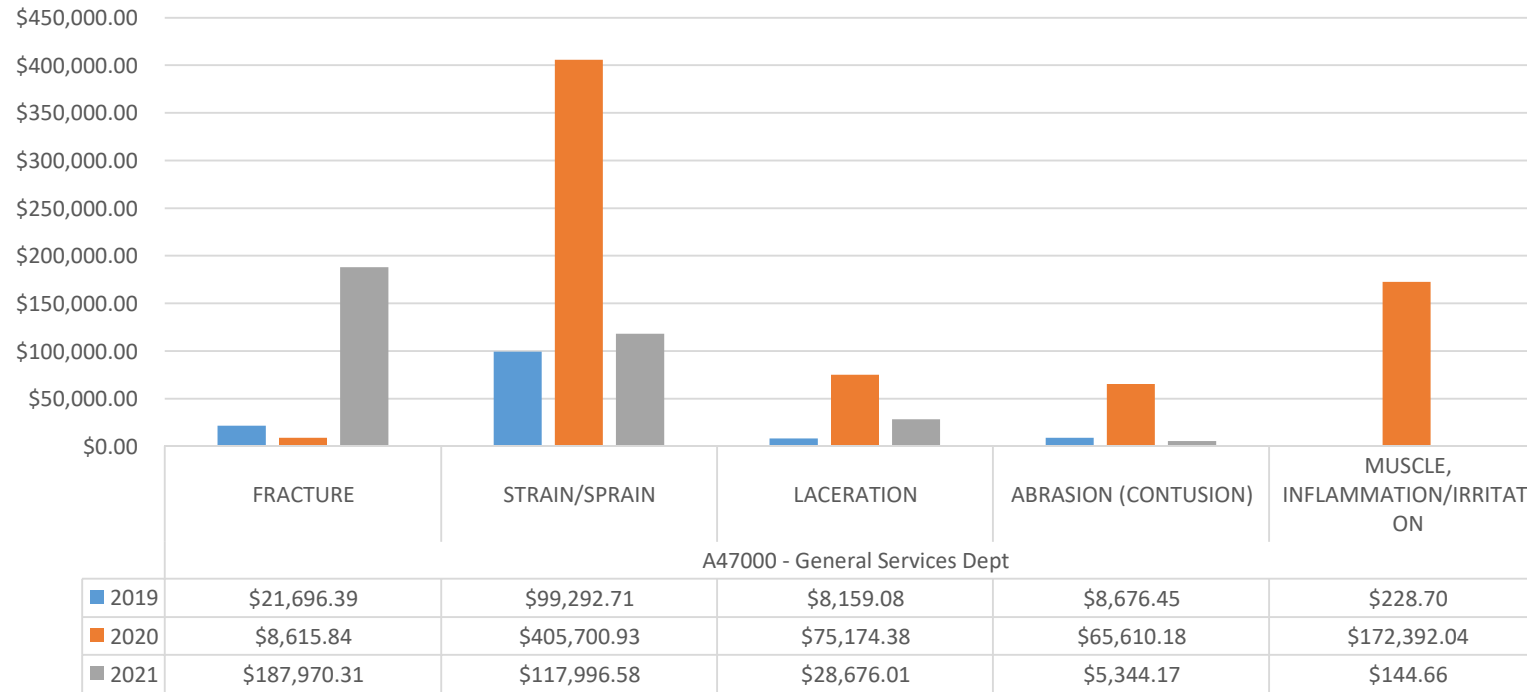
Cause of Injury - A20000 - Department of Transportation



Cause of Injury	2019	2020	2021
A20000 - Department of Transportation			
DRIVING/MOTOR VEHICLE ACCIDENT	\$247,838.10	\$497,360.42	\$483,618.62
ASSAULT	\$149,158.48	\$147,484.81	\$143,083.94
PUSHING / PULLING	\$4,786.13	\$21,512.95	\$115,581.02
REPETITIVE MOTION	\$72,174.15	\$0.00	\$52,435.67
FALL,SLIP,TRIP	\$318,238.83	\$157,396.87	\$33,313.57
A20000 - Department of Transportation Total	\$792,195.69	\$823,755.05	\$828,032.82

Overview || General Services

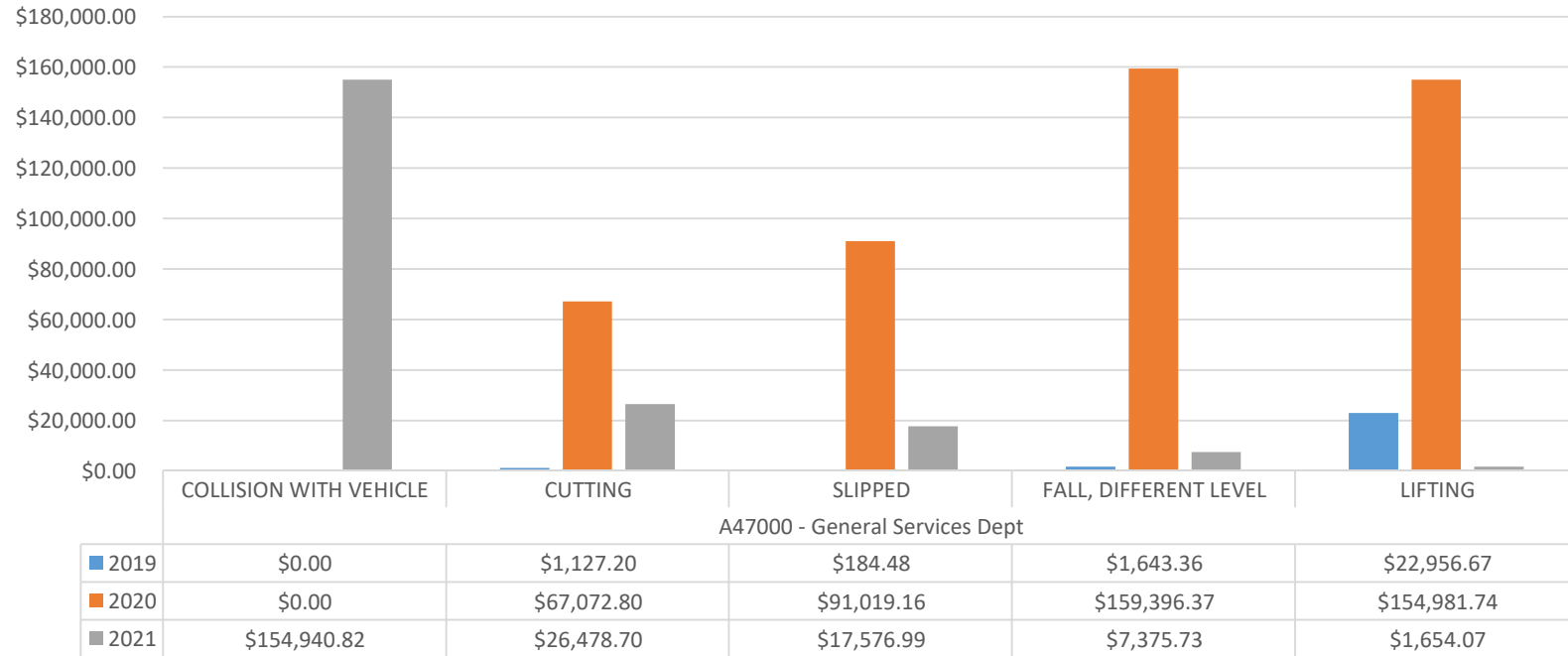
Type of Injury - A47000 - General Services Dept



Type of Injury	2019	2020	2021
A47000 - General Services Dept			
FRACTURE	\$21,696.39	\$8,615.84	\$187,970.31
STRAIN/SPRAIN	\$99,292.71	\$405,700.93	\$117,996.58
LACERATION	\$8,159.08	\$75,174.38	\$28,676.01
ABRASION (CONTUSION)	\$8,676.45	\$65,610.18	\$5,344.17
MUSCLE, INFLAMMATION/IRRITATION	\$228.70	\$172,392.04	\$144.66
A47000 - General Services Dept Total	\$138,053.33	\$727,493.37	\$340,131.73

Overview || General Services

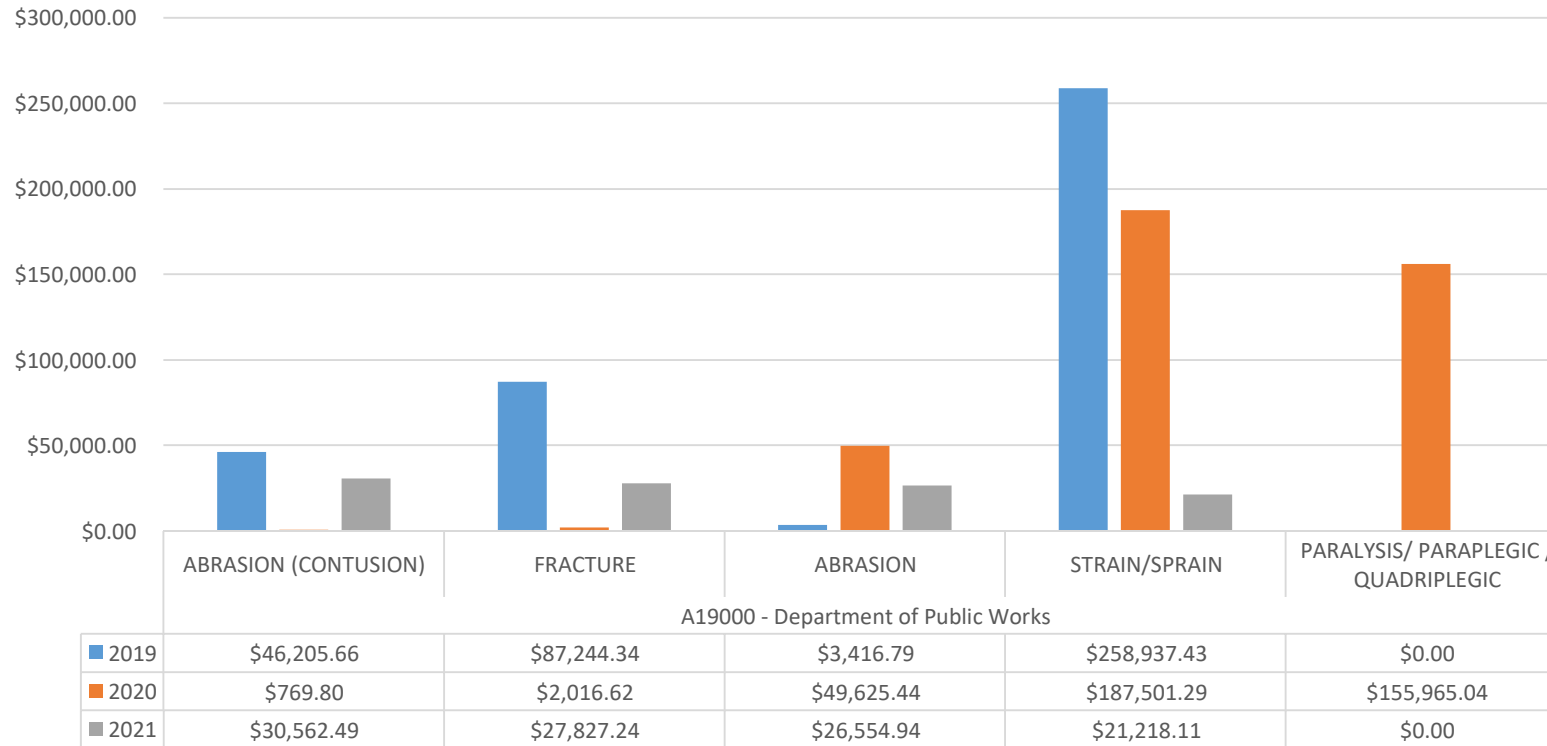
Cause of Injury - A47000 - General Services Dept



Cause of Injury	2019	2020	2021
A47000 - General Services Dept			
COLLISION WITH VEHICLE	\$0.00	\$0.00	\$154,940.82
CUTTING	\$1,127.20	\$67,072.80	\$26,478.70
SLIPPED	\$184.48	\$91,019.16	\$17,576.99
FALL, DIFFERENT LEVEL	\$1,643.36	\$159,396.37	\$7,375.73
LIFTING	\$22,956.67	\$154,981.74	\$1,654.07
A47000 - General Services Dept Total	\$25,911.71	\$472,470.07	\$208,026.31

Overview || Department of Public Works

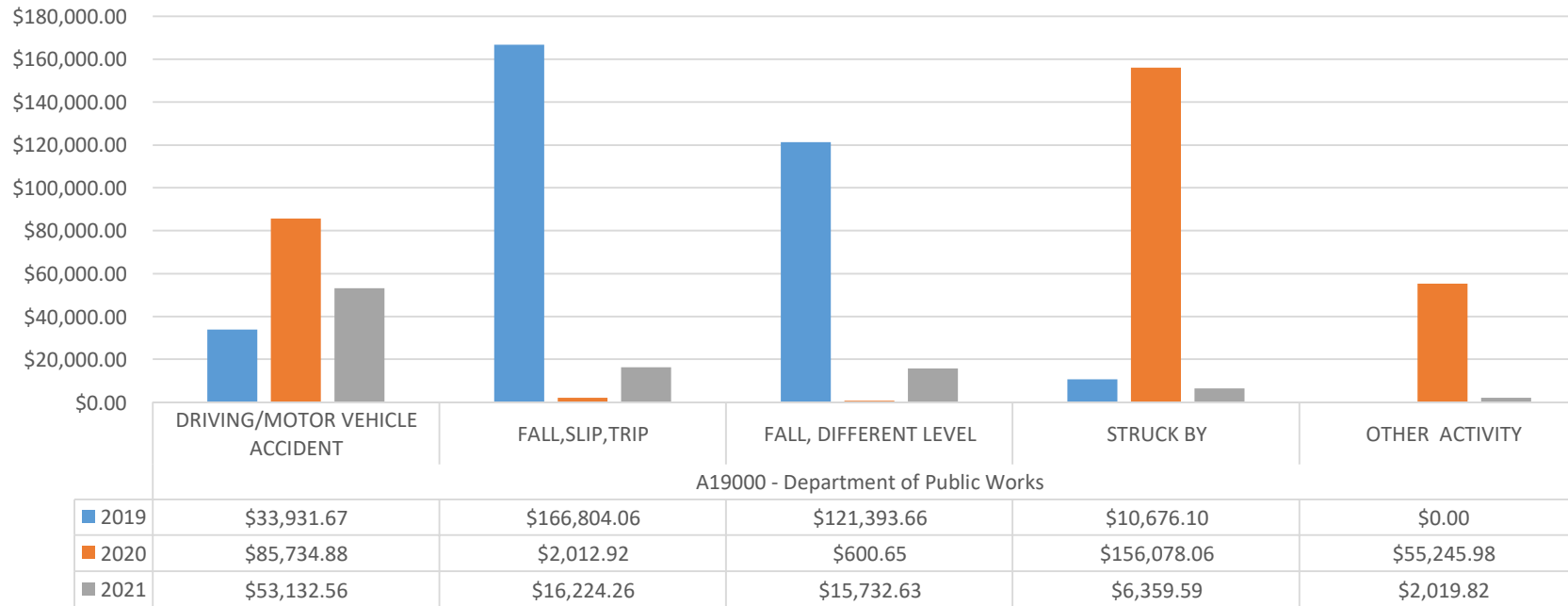
Type of Injury - A19000 - Department of Public Works



Type of Injury	2019	2020	2021
A19000 - Department of Public Works			
ABRASION (CONTUSION)	\$46,205.66	\$769.80	\$30,562.49
FRACTURE	\$87,244.34	\$2,016.62	\$27,827.24
ABRASION	\$3,416.79	\$49,625.44	\$26,554.94
STRAIN/SPRAIN	\$258,937.43	\$187,501.29	\$21,218.11
PARALYSIS/ PARAPLEGIC / QUADRIPLÉGIC	\$0.00	\$155,965.04	\$0.00
A19000 - Department of Public Works Total	\$395,804.22	\$395,878.19	\$106,162.78

Overview || Department of Public Works

Cause of Injury - A19000 - Department of Public Works



Cause of Injury	2019	2020	2021
A19000 - Department of Public Works			
DRIVING/MOTOR VEHICLE ACCIDENT	\$33,931.67	\$85,734.88	\$53,132.56
FALL,SLIP,TRIP	\$166,804.06	\$2,012.92	\$16,224.26
FALL, DIFFERENT LEVEL	\$121,393.66	\$600.65	\$15,732.63
STRUCK BY	\$10,676.10	\$156,078.06	\$6,359.59
OTHER ACTIVITY	\$0.00	\$55,245.98	\$2,019.82
A19000 - Department of Public Works Total	\$332,805.49	\$299,672.49	\$93,468.86