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TO: Anthony Zander, Director
Civil Rights, Inclusion & Opportunity Department

FROM: David Whitaker, Director 
Legislative Policy Division Staff

DATE: March 18, 2024

RE: 2024-2025 Budget Analysis

Attached is our budget analysis regarding your agency's budget for the 2024-2025 Fiscal Year.

Please be prepared to respond to the issues/questions raised in our analysis during your scheduled hearing on **Wednesday, March 20, 2024, at 3:00 pm.** We would then appreciate a written response to the issues/questions at your earliest convenience after your budget hearing. Please forward a copy of your responses to the Council members, the City Clerk's Office, and the Legislative Policy Division.

Please contact us if you have any questions regarding our budget analysis.

Thank you for your cooperation in this matter.

DW:ml:ss

Attachments:
Issues and Questions

cc: Councilmembers
Auditor General's Office
Jay Rising, Chief Financial Officer
Tanya Stoudemire, Chief Deputy CFO Policy & Administration Director
Steve Watson, Budget Director
Todd Bettison, Group Executive-Deputy Mayor
Tanya Mason, Budget Analyst
Felix O'Aku, Agency CFO
Malik Washington, Mayor's Office

Civil Rights, Inclusion & Opportunity Department (CRIO) (29)

FY 2024-2025 Budget Analysis by the Legislative Policy Division

Mission

The Civil Rights, Inclusion, & Opportunity Department (Civil Rights or CRIO) removes discriminatory barriers through innovative and high-quality, customer-driven programs that foster economic opportunity and empowerment, which will benefit Detroit residents, visitors, and the entrepreneurial sector of the local economy

Issues and Questions

1. Please briefly explain the new expense initiatives the CRIO Department is planning to implement in FY 2025. Please provide which appropriation/cost center the new initiatives will affect in FY 2025.
2. Please briefly explain the new capital funding requests the CRIO Department is planning to implement in FY 2025. Please provide which appropriation/cost center the new requests will affect in FY 2025.
3. Please briefly explain the operational reform and savings proposals the CRIO Department is planning to implement in FY 2025. Please provide which appropriation/cost center the new reforms/proposals will affect in FY 2025.
4. Please briefly explain the new revenue initiatives/proposals the CRIO Department is planning to implement in FY 2025. Please provide which appropriation/cost center the new initiatives/proposals will affect in FY 2025.
5. What are your projected performance metrics for each division/operational program in the current fiscal year? What are your target metrics for each division/operational program for fiscal year 2025?
6. According to the Office of the Chief Financial Officer (OCFO), the CRIO Department had six General Fund vacancies through February 9, 2024.
 - a. Please indicate your number of vacancies as of March 18, 2024.
 - b. What are the titles of the vacant positions?
 - c. What is the difficulty of filling the vacancies?
 - d. Please briefly explain the CRIO Department's strategy to fill the vacant positions or why they will remain vacant.
7. Please explain why the department had two more Non-General actual positions than budgeted positions as of February 9, 2024.
8. Please explain the rationale for adding Fund 2107 Office of Grants Management Grants Fund to CRIO's proposed FY 2025 budget, along with the three new positions that comes with it. Why isn't this program a part of the Office of Development and Grants division in the Office of the Chief Financial Officer's budget?
9. During the FY 2024 budget process, the City Council added a one-time expenditure of \$350,000 to CRIO's FY 2024 budget for a disparity study; please provide details on the study.
 - a. Please describe the goal of this study.
 - b. Has the study been completed?
 - c. What value will this study add to the employees or residents of the city?

10. Also, during the FY 2024 budget process, Council added \$100,000 to the Office of Disability Affairs to add 1 FTE to serve as a liaison between disabled community and the City. Has someone been hired to fill this role? If not, what is the status to fill this position?
11. For FY 2025, General Fund (Fund 1000) expenditures for Professional & Contractual Services will decrease by \$494,352 (37%); please explain this decrease and the impact on operations.
12. For FY 2025, Non-Compliance Fees (Fund 3217) for Professional & Contractual Services will decrease by \$166,720 (87%); please explain this decrease and the impact on operations.
13. For FY 2025, there will be an increase in revenues for Grants, Shared Taxes & Revenues of \$21,000 (100%).
 - a. Please explain this increase.
 - b. How will these funds be used to provide additional advocacy programs for employees and residents relating to civil rights, discrimination, disability, etc.?
14. For FY 2025, Licenses, Permits, & Inspection Charges will decrease by \$118,000 (98%), please explain this decrease and the impact on operations.
15. For FY 2024, the department set strategic priorities, can you provide an update on the following:
 - a. What is the status of the procurement reference, City of Detroit Certified Business Registry, for city departments, businesses, and non-profit organizations?
 - b. What metric has been used to ensure equal opportunity and fair treatment of citizens?
 - c. How has the department fostered economic development and diversity between the city and developers that receive tax abatements?
 - d. What measures has the department utilized to ensure equitable representation for minorities and females who have been awarded contracts?
 - e. What processes and programs have been implemented to educate and promote equal opportunity and fair treatment of all citizens, visitors, and employees?
16. For FY 2025, Human Rights Advocacy (Appropriation 28290) for Civil Right, Inclusion, & Opportunity (Cost Center 290010) will decrease \$347,603 or 15% from the previous year.
 - a. Please explain the decrease.
 - b. How will this impact the investigation of discrimination complaints?
 - c. Will this decrease impact training and outreach for employees and residents relating to discrimination, sensitivity, or violence?
17. Please provide the status of the CRIO compliance report for tax abatements.

CIVIL RIGHTS, INCLUSION AND OPPORTUNITY DEPARTMENT (29)

Mission

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Operating Programs and Services

- **Civil Rights Protection & Training** - Monitors and investigates civil rights, sexual harassment, and workplace violence complaints, and provides Citywide trainings and to departments and employees, coordinates language translation and interpretation services for all City departments.
- **Compliance Monitoring** - Monitors compliance with Executive Order 2021-2, tax abatements, and Community Benefits Agreements.
- **Procurement Business Clearances** - Certifies Detroit-based, headquartered, resident, small, micro, start-up, minority, women, joint venture, and mentor venture.
- **Marijuana Social Equity Program** - Certifies Detroit Legacy Marijuana business owners, provides technical and financial assistance to potential entrepreneurs, and oversees medical and recreational marijuana licensing.
- **Office of Disability Affairs** - Improves accessibility within City departments, including providing Citywide ASL training to departments and employees, coordinates ASL, translation and interpretation services for all City departments.
- **Skilled Trade Readiness** - Connects regulated developers, contractors, and unions to Detroit at Work's skilled trades employment pool.

CIVIL RIGHTS, INCLUSION AND OPPORTUNITY DEPARTMENT (29)

Goals, Strategic Priorities and Related City Outcomes

Goals / Strategic Priorities	Timeframe	Related City Outcome
1. Decrease the amount of departmental discriminatory, workplace violence and sexual harassment complaints by hosting monthly City department trainings/certificate programs and a new mediation service model	January 2014 – January 2026	Efficient and Innovative Operations
2. Work to increase Detroit resident employment on Executive Order 2021-2 Construction and Demolition/Rehab Projects	January 2016 – January 2026	Economic Equity and Opportunity
3. Engage in new projects and ensure ADA compliance while assisting with receiving complaints as they arise within these facilities	January 2020 – January 2026	Efficient and Innovative Operations
4. Increase the number of businesses within the City of Detroit Business Opportunity Program through outreach, seminars and workshops while also providing supportive services and needs to Detroit start-up businesses	July 2023 – January 2026	Efficient and Innovative Operations
5. Develop and publish CRIO compliance reports for tax abatements, Community Benefits Ordinance, construction employment shortfall (Executive Order 2021-2), Skilled Trades Employment Program Agreement (STEP) compliance, casinos and zoo	January 2016 – January 2026	Effective Governance

Services	FY 2025 Mayor Proposed	FY 2025 Mayor Proposed FTE
Civil Rights Protections, Workplace Violence, Discrimination & Sexual Harassment	\$2,026,305	17.0
Disability Affairs	\$823,356	5.0
Marijuana Ventures & Entrepreneurship	\$1,164,657	6.0
Procurement Clearances & Executive Order Monitoring	\$2,121,000	10.0
Skilled Trade Employment Program	\$1,000,000	-
Total:	\$7,135,318	38.0

CIVIL RIGHTS, INCLUSION AND OPPORTUNITY DEPARTMENT (29)

Metrics and Data

Metrics	Data	Related Goal #
Median number of days for complaint closures	To be collected	1
Average processing time for open applications in the Detroit Business Opportunity Program	To be collected	4
Total number of workers (Detroit, Skilled Trades Employment Program)	To be collected	2
Total number of tax abatements monitored	To be collected	5
Number of outstanding Language Access Program requests	To be collected	3

Department 29 - Civil Rights, Inclusion, & Opportunity

Budget Summary

	FY2023 Actual		FY2024 Adopted		FY2025 Mayor Proposed	
	General Fund	All Funds	General Fund	All Funds	General Fund	All Funds
Total Revenues	377,791	3,612,292	522,000	3,643,000	392,240	3,513,240
Total Expenditures	2,390,995	4,320,535	4,432,310	7,553,310	4,014,318	7,135,318
Net Tax Cost	2,013,204	708,243	3,910,310	3,910,310	3,622,078	3,622,078

	FY2026 Forecast		FY2027 Forecast		FY2028 Forecast	
	General Fund	All Funds	General Fund	All Funds	General Fund	All Funds
Total Revenues	399,625	3,583,045	407,157	3,654,245	414,840	3,726,870
Total Expenditures	4,078,938	7,262,358	4,144,742	7,391,830	4,211,745	7,523,775
Net Tax Cost	3,679,313	3,679,313	3,737,585	3,737,585	3,796,905	3,796,905

General Fund Recurring vs One-Time Expenditures

	FY2024 Adopted	FY2025 Mayor Proposed
Recurring Expenditures	4,082,310	4,014,318
One-Time Expenditures ¹	350,000	-
Total Expenditures	4,432,310	4,014,318

Positions (by FTE)

	2/9/2024 Actual	FY2024 Adopted	FY2025 Mayor Proposed	FY2026 Forecast	FY2027 Forecast	FY2028 Forecast
General Fund	20.00	26.00	25.00	25.00	25.00	25.00
Non-General Fund	12.00	10.00	13.00	13.00	13.00	13.00
ARPA	-	-	-	-	-	-
Total Positions	32.00	36.00	38.00	38.00	38.00	38.00

¹ FY 2024 included one-time funding for a disparity study.

**CITY OF DETROIT
BUDGET DEVELOPMENT
EXPENDITURES BY SUMMARY CATEGORY - ALL FUNDS
DEPARTMENT 29 - CIVIL RIGHTS, INCLUSION, & OPPORTUNITY**

Department # - Department Name Summary Category	FY2024 Adopted	FY2025 Mayor Proposed	FY2026 Forecast	FY2027 Forecast	FY2028 Forecast
29 - Civil Rights, Inclusion, & Opportunity	7,553,310	7,135,318	7,262,358	7,391,830	7,523,775
Salaries & Wages	2,880,116	3,049,856	3,109,551	3,170,440	3,232,546
Employee Benefits	897,109	953,529	969,243	985,272	1,001,618
Professional & Contractual Services	1,533,193	872,121	881,101	890,176	899,346
Operating Supplies	82,962	69,459	70,354	71,262	72,182
Operating Services	834,657	863,580	880,072	896,887	914,029
Other Expenses	1,325,273	1,326,773	1,352,037	1,377,793	1,404,054
Grand Total	7,553,310	7,135,318	7,262,358	7,391,830	7,523,775

**CITY OF DETROIT
BUDGET DEVELOPMENT
REVENUES BY SUMMARY CATEGORY - ALL FUNDS
DEPARTMENT 29 - CIVIL RIGHTS, INCLUSION, & OPPORTUNITY**

Department # - Department Name Summary Category	FY2024 Adopted	FY2025 Mayor Proposed	FY2026 Forecast	FY2027 Forecast	FY2028 Forecast
29 - Civil Rights, Inclusion, & Opportunity	3,643,000	3,513,240	3,583,045	3,654,245	3,726,870
Grants, Shared Taxes, & Revenues	-	21,000	21,000	21,000	21,000
Sales & Charges for Services	3,523,000	3,490,240	3,560,045	3,631,245	3,703,870
Licenses, Permits, & Inspection Charges	120,000	2,000	2,000	2,000	2,000
Grand Total	3,643,000	3,513,240	3,583,045	3,654,245	3,726,870

**CITY OF DETROIT
BUDGET DEVELOPMENT
EXPENDITURES BY SUMMARY CATEGORY - FUND DETAIL
DEPARTMENT 29 - CIVIL RIGHTS, INCLUSION, & OPPORTUNITY**

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Salaries & Wages	2,188,392	2,222,864	2,266,019	2,310,037	2,354,935
Employee Benefits	676,242	690,710	701,167	711,833	722,711
Professional & Contractual Services	1,340,637	846,285	854,748	863,296	871,928
Operating Supplies	60,462	49,459	49,954	50,454	50,958
Operating Services	39,077	78,000	78,780	79,569	80,365
Other Expenses	127,500	127,000	128,270	129,553	130,848
3217 - Non-Compliance Fees	3,121,000	3,121,000	3,183,420	3,247,088	3,312,030
Salaries & Wages	691,724	826,992	843,532	860,403	877,611
Employee Benefits	220,867	262,819	268,076	273,439	278,907
Professional & Contractual Services	192,556	25,836	26,353	26,880	27,418
Operating Supplies	22,500	20,000	20,400	20,808	21,224
Operating Services	795,580	785,580	801,292	817,318	833,664
Other Expenses	1,197,773	1,199,773	1,223,767	1,248,240	1,273,206
Grand Total	7,553,310	7,135,318	7,262,358	7,391,830	7,523,775

CIVIL RIGHTS, INCLUSION AND OPPORTUNITY DEPARTMENT (29)

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CIVIL RIGHTS, INCLUSION AND OPPORTUNITY DEPARTMENT (29)

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CIVIL RIGHTS, INCLUSION AND OPPORTUNITY DEPARTMENT (29)

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Department 29 - Civil Rights, Inclusion, & Opportunity

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General Fund	20.00	26.00	25.00	25.00	25.00	25.00
Non-General Fund	12.00	10.00	13.00	13.00	13.00	13.00
ARPA	-	-	-	-	-	-
Total Positions	32.00	36.00	38.00	38.00	38.00	38.00

¹ FY 2024 included one-time funding for a disparity study.

**CITY OF DETROIT
BUDGET DEVELOPMENT
EXPENDITURES BY SUMMARY CATEGORY - ALL FUNDS
DEPARTMENT 29 - CIVIL RIGHTS, INCLUSION, & OPPORTUNITY**

Department # - Department Name Summary Category	FY2024 Adopted	FY2025 Mayor Proposed	FY2026 Forecast	FY2027 Forecast	FY2028 Forecast
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**CITY OF DETROIT
BUDGET DEVELOPMENT
REVENUES BY SUMMARY CATEGORY - ALL FUNDS
DEPARTMENT 29 - CIVIL RIGHTS, INCLUSION, & OPPORTUNITY**

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Grants, Shared Taxes, & Revenues	-	21,000	21,000	21,000	21,000
Sales & Charges for Services	3,523,000	3,490,240	3,560,045	3,631,245	3,703,870
Licenses, Permits, & Inspection Charges	120,000	2,000	2,000	2,000	2,000
Grand Total	3,643,000	3,513,240	3,583,045	3,654,245	3,726,870

**CITY OF DETROIT
BUDGET DEVELOPMENT
EXPENDITURES BY SUMMARY CATEGORY - FUND DETAIL
DEPARTMENT 29 - CIVIL RIGHTS, INCLUSION, & OPPORTUNITY**

Department # - Department Name Fund # - Fund Name Summary Category	FY2024 Adopted	FY2025 Mayor Proposed	FY2026 Forecast	FY2027 Forecast	FY2028 Forecast
29 - Civil Rights, Inclusion, & Opportunity	7,553,310	7,135,318	7,262,358	7,391,830	7,523,775
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Operating Services	39,077	78,000	78,780	79,569	80,365
Other Expenses	127,500	127,000	128,270	129,553	130,848
3217 - Non-Compliance Fees	3,121,000	3,121,000	3,183,420	3,247,088	3,312,030
Salaries & Wages	691,724	826,992	843,532	860,403	877,611
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Grand Total	7,553,310	7,135,318	7,262,358	7,391,830	7,523,775

**CITY OF DETROIT
BUDGET DEVELOPMENT
REVENUES BY SUMMARY CATEGORY - FUND DETAIL
DEPARTMENT 29 - CIVIL RIGHTS, INCLUSION, & OPPORTUNITY**

Department # - Department Name Fund # - Fund Name Summary Category	FY2024 Adopted	FY2025 Mayor Proposed	FY2026 Forecast	FY2027 Forecast	FY2028 Forecast
29 - Civil Rights, Inclusion, & Opportunity	3,643,000	3,513,240	3,583,045	3,654,245	3,726,870
1000 - General Fund	522,000	392,240	399,625	407,157	414,840
Grants, Shared Taxes, & Revenues	-	21,000	21,000	21,000	21,000
Sales & Charges for Services	402,000	369,240	376,625	384,157	391,840
Licenses, Permits, & Inspection Charges	120,000	2,000	2,000	2,000	2,000
3217 - Non-Compliance Fees	3,121,000	3,121,000	3,183,420	3,247,088	3,312,030
Sales & Charges for Services	3,121,000	3,121,000	3,183,420	3,247,088	3,312,030
Grand Total	3,643,000	3,513,240	3,583,045	3,654,245	3,726,870

**CITY OF DETROIT
BUDGET DEVELOPMENT
FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - EXPENDITURES
DEPARTMENT 29 - CIVIL RIGHTS, INCLUSION, & OPPORTUNITY**

Department # - Department Name					
Fund # - Fund Name	FY2024	FY2025	FY2026	FY2027	FY2028
Appropriation # - Appropriation Name	Adopted	Mayor Proposed	Forecast	Forecast	Forecast
Cost Center # - Cost Center Name					
29 - Civil Rights, Inclusion, & Opportunity	7,553,310	7,135,318	7,262,358	7,391,830	7,523,775
1000 - General Fund	4,432,310	4,014,318	4,078,938	4,144,742	4,211,745
27292 - Homegrown Detroit	1,207,951	1,164,657	1,181,576	1,198,791	1,216,307
290040 - Homegrown Detroit	1,207,951	1,164,657	1,181,576	1,198,791	1,216,307
28290 - Human Rights Advocacy	3,224,359	2,849,661	2,897,362	2,945,951	2,995,438
290010 - Civil Rights, Inclusion, & Opportunity	2,373,908	2,026,305	2,061,015	2,096,382	2,132,413
290035 - Office of Disability Affairs	850,451	823,356	836,347	849,569	863,025
3217 - Non-Compliance Fees	3,121,000	3,121,000	3,183,420	3,247,088	3,312,030
27290 - Development Support - CRIO	3,121,000	3,121,000	3,183,420	3,247,088	3,312,030
290030 - Compliance Fees	2,121,000	2,121,000	2,163,421	2,206,692	2,250,825
290090 - Workforce Development	1,000,000	1,000,000	1,019,999	1,040,396	1,061,205
Grand Total	7,553,310	7,135,318	7,262,358	7,391,830	7,523,775

**CITY OF DETROIT
BUDGET DEVELOPMENT
FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - REVENUES
DEPARTMENT 29 - CIVIL RIGHTS, INCLUSION, & OPPORTUNITY**

Department # - Department Name					
Fund # - Fund Name	FY2024	FY2025	FY2026	FY2027	FY2028
Appropriation # - Appropriation Name	Adopted	Mayor Proposed	Forecast	Forecast	Forecast
Cost Center # - Cost Center Name					
29 - Civil Rights, Inclusion, & Opportunity	3,643,000	3,513,240	3,583,045	3,654,245	3,726,870
1000 - General Fund	522,000	392,240	399,625	407,157	414,840
00250 - CRIO Department Administration	120,000	-	-	-	-
290010 - Civil Rights, Inclusion, & Opportunity	120,000	-	-	-	-
27292 - Homegrown Detroit	-	21,000	21,000	21,000	21,000
290040 - Homegrown Detroit	-	21,000	21,000	21,000	21,000
28290 - Human Rights Advocacy	402,000	371,240	378,625	386,157	393,840
290010 - Civil Rights, Inclusion, & Opportunity	402,000	371,240	378,625	386,157	393,840
3217 - Non-Compliance Fees	3,121,000	3,121,000	3,183,420	3,247,088	3,312,030
27290 - Development Support - CRIO	3,121,000	3,121,000	3,183,420	3,247,088	3,312,030
290030 - Compliance Fees	3,121,000	3,121,000	3,183,420	3,247,088	3,312,030
Grand Total	3,643,000	3,513,240	3,583,045	3,654,245	3,726,870

**CITY OF DETROIT
BUDGET DEVELOPMENT
POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
DEPARTMENT 29 - CIVIL RIGHTS, INCLUSION, & OPPORTUNITY**

Department # - Department Name					
Fund # - Fund Name					
Appropriation # - Appropriation Name	FY2024	FY2025	FY2026	FY2027	FY2028
Cost Center # - Cost Center Name	Adopted	Mayor Proposed	Forecast	Forecast	Forecast
Job Code - Job Title					
29 - Civil Rights, Inclusion, & Opportunity	36	38	38	38	38
1000 - General Fund	26	25	25	25	25
27292 - Homegrown Detroit	7	6	6	6	6
290040 - Homegrown Detroit	7	6	6	6	6
111003.Project Manager Analytics Specialist 3	1	2	2	2	2
13111004.Project Manager Analytics Specialist 4	1	0	0	0	0
222040.Data Analyst	1	1	1	1	1
413050.CRIO Specialist	1	1	1	1	1
929101.Administrative Special Services Staff 1	1	0	0	0	0
929102.Administrative Special Services Staff 2	1	1	1	1	1
931421.Chief Administrative Corporation Counsel	1	1	1	1	1
28290 - Human Rights Advocacy	19	19	19	19	19
290010 - Civil Rights, Inclusion, & Opportunity	14	14	14	14	14
010180.Director Of CRIO Department	1	1	1	1	1
010826.Manager 2 CRIO	4	4	4	4	4
013375.Executive Administrative Assistant 1	0	1	1	1	1
013376.Executive Administrative Assistant 2	1	0	0	0	0
11919911.Associate Director Of Strategic Affairs	2	2	2	2	2
222040.Data Analyst	1	1	1	1	1
413050.CRIO Specialist	5	5	5	5	5
290035 - Office of Disability Affairs	5	5	5	5	5
111003.Project Manager Analytics Specialist 3	2	2	2	2	2
11919911.Associate Director Of Strategic Affairs	0	1	1	1	1

**CITY OF DETROIT
BUDGET DEVELOPMENT
POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
DEPARTMENT 29 - CIVIL RIGHTS, INCLUSION, & OPPORTUNITY**

Department # - Department Name					
Fund # - Fund Name					
Appropriation # - Appropriation Name	FY2024	FY2025	FY2026	FY2027	FY2028
Cost Center # - Cost Center Name	Adopted	Mayor Proposed	Forecast	Forecast	Forecast
Job Code - Job Title					
11919912.Deputy Associate Director Of Strategic Affairs	1	0	0	0	0
413050.CRIO Specialist	2	2	2	2	2
2107 - Office of Grants Management Grants Fund	0	3	3	3	3
21127 - Fy 2022 Policy Research Assistant Grant	0	1	1	1	1
290010 - Civil Rights, Inclusion, & Opportunity	0	1	1	1	1
929102.Administrative Special Services Staff 2	0	1	1	1	1
21130 - Fy 2022 Early Learning Grant - W K Kellogg Foundation	0	2	2	2	2
290010 - Civil Rights, Inclusion, & Opportunity	0	2	2	2	2
010722.General Manager CRIO	0	1	1	1	1
11919911.Associate Director Of Strategic Affairs	0	1	1	1	1
3217 - Non-Compliance Fees	10	10	10	10	10
27290 - Development Support - CRIO	10	10	10	10	10
290030 - Compliance Fees	10	10	10	10	10
010826.Manager 2 CRIO	2	2	2	2	2
111003.Project Manager Analytics Specialist 3	1	1	1	1	1
11919911.Associate Director Of Strategic Affairs	1	1	1	1	1
413050.CRIO Specialist	5	5	5	5	5
43601102.Administrative Assistant 2	0	1	1	1	1
8601101.Administrative Assistant 1	1	0	0	0	0
Grand Total	36	38	38	38	38