

AGENDA

Tuesday February 10, 2026 6:45pm | Hybrid Meeting

1. Call to Order and Land Acknowledgment – M. Corbett
2. Chairperson's Remarks
3. Declarations of Pecuniary Interest and the General Nature Thereof
4. Approval of the Agenda
5. Delegations
6. Approval of the minutes of the meeting of January 13, 2026
7. Business arising from the minutes
8. Board Education
 - 8.1. The Future City of Stratford with Adam Betteridge, Director of Building and Planning
 - 8.2. Sharing: OLA Key Takeaways
9. Business of the Board
 - 9.1. Report from PCIN – E. Perin, M. Corbett
 - 9.2. Report from OLS – D. Mackey
 - 9.3. Report from City Council – J. Burbach
 - 9.4. Library Space Committee – K. Kochany
 - 9.5. Library Finance Committee – L. Brown
 - 9.6. Policy Review:
 - 9.6.1. HR 04 Health and Safety
 - 9.6.2. HR 05 Respect in the Workplace
10. CEO Reports
 - 10.1. CEO Monitoring Report and YTD Financial Report
11. Closed Session
 - 11.1. OP 06 Staff Manual revisions – Adjournment into Closed Session
That the Library Board move into a Closed Session for matters pertaining to labour relations or employee negotiations, Public Libraries Act – Section 16.1(4)
12. Correspondence
13. Other Business
14. Confirmation of date and time of next meeting: March 10, 2026 at 6:45pm
15. Adjournment



MINUTES

Tuesday January 13, 2026 6:45pm | Hybrid Meeting



MEMBERS OF THE BOARD PRESENT

Laurie Brown, Philip Connolly, Michael Corbett, Mackenzie Kipfer (zoom), Kaitlyn Kochany, Patty Lewis, David Mackey, Emma Perin (zoom), Arnab Quadry, Chris Zonneville

REGRETS

Jo-Dee Burbach

MEMBERS OF STAFF PRESENT

Krista Robinson, CEO; Cathy Perreault, Recording Secretary; Jordan Bulbrook, Technology and Operations Manager; Shauna Costache, Public Service Supervisor; Brandi Gillett, Community Engagement Supervisor

1. Call to Order and Land Acknowledgment

The meeting was called to order at the Stratford Public Library by Chair M. Corbett at 6:45pm.

2. Chairperson's Remarks

None.

3. Declarations of Pecuniary Interest and the General Nature Thereof

None.

4. Approval of the Agenda

2026-01 Moved by K. Kochany, seconded by D. Mackey to approve the agenda.

CARRIED

5. Delegations

None.

6. Approval of the minutes of the meeting of December 9, 2025

P. Connolly to be added to May Policy schedule.

2026-02 Moved by L. Brown, seconded by C. Zonneville to approve the December 9, 2025 minutes as amended.

CARRIED

7. Business arising from the minutes

None.

8. Board Education

Bridge 2023/2024 Report received for information purposes.

9. Business of the Board

9.1. Report from PCIN – E. Perin, M. Corbett

The next meeting will be a virtual meeting on February 11th.

9.2. Report from OLS – D. Mackey

None.

9.3. Report from City Council – J. Burbach

None.



- 9.4. CEO Performance Review Committee
Same format as last year. Multi source assessments will be sent out this week.
- 9.5. Strategic Plan Mapping Exercise
Risk assessment from November meeting was mapped into existing Strategic Directions. New directions identified and will be fully discussed at Strategic Planning session.
- 9.6. Strategic Plan Discussion
Discussion regarding next steps. Requesting staff feedback on best way to support. There will be dedicated planning sessions in the upcoming months.

10. CEO Reports

- 10.1. Monitoring Report and Financial Report
2026-03 Moved by P. Lewis, seconded by A. Quadry to accept the CEO Reports.
CARRIED
- 10.2. 2025 Q4 Workplan Update and Year End Statistics
2026-04 Moved by K. Kochany, seconded by C. Zonneville to receive the 2025 Q4 Workplan Update
CARRIED
2026-05 Moved by E. Perin, seconded by P. Connolly to receive the 2025 Year End Statistics
CARRIED

11. Correspondence

- 11.1. Email from M.P. John Nater
No further action required.

12. Other Business

13. Confirmation of date and time of next meeting:

- 13.1. Board Meeting – February 10 at 6:45pm

14. Adjournment

- 2026-06 Moved by D. Mackey, seconded by K. Kochany to adjourn at 8:15pm.
CARRIED

Krista Robinson, CEO

Michael Corbett, Chair

LIBRARY SPACE ADHOC COMMITTEE MINUTES

Monday February 2, 2026, 7:00pm | Virtual Meeting



MEMBERS OF THE COMMITTEE PRESENT

Philip Connolly, Michael Corbett, Kaitlyn Kochany, David Mackey

MEMBERS OF STAFF PRESENT

Krista Robinson, CEO

1. Ongoing Updates

1.1. Grand Trunk Renewal Update

K. Robinson provided an update on the last GTR staff working group meeting where Svec group presented on the work they have done determining Class D build costs for renovations vs new builds on the GTR site. Staff have also begun a SWOT of the various options.

The next step is to further review square footage needs with the YMCA.

2. New Business

2.1. Robert Ritz Proposal at the GTR Site and Library

K. Robinson provided an update on the GTR development idea that Architect Robert Ritz has been sharing with the community. The proposal uses the GTR building to provide parking, a performance area, a new library, YMCA, and then alongside, housing. The Library has been asked to provide a letter of support which could be shared at the upcoming Open House he was providing on February 5. The committee chose to provide a statement regarding interest on a new library on the GTR site rather than a letter of support.

The statement was drafted as:

“Stratford Public Library continues to face significant space challenges that affect daily operations and limit its ability to meet the needs of Stratford’s growing population. SPL remains committed to pursuing opportunities for a new, fully accessible facility that can serve our community now and well into the future.

The Library believes the Grand Trunk Renewal Site has strong potential as a modern home for expanded library services in partnership with the YMCA of Three Rivers. The Library is interested in exploring options that are feasible, timely, and meet both the community and library needs. SPL looks forward to the possibilities ahead.”

2.2. Council Education Session on Library Space Needs

City staff have been providing City Council with a series of education sessions to summarize all of the information provided to the Grand Trunk Ad Hoc committee. The Library will be providing an overview of our space needs at the next education session, February 26. The committee will provide assistance to staff in framing the message.

2.3. Library Tours

The committee has deferred touring any new library facilities until we are at the stage of looking at design ideas.



3. Next Steps
 - Review population projections and community needs
 - Look at all of our space options – short and long term if the Community Hub does not work out (Plan B)
4. Upcoming Events
 - Robert Ritz GTR Proposal – February 5, 7pm, Army, Navy & Air Force Veteran's Association
 - City Council Education Session – February 26, Council Chambers
5. Next Meeting
 - TBD
6. Adjournment

DRAFT

LIBRARY FINANCE COMMITTEE MINUTES

Wednesday January 22, 2026 2pm | Virtual Meeting



MEMBERS OF THE COMMITTEE PRESENT

Laurie Brown, Mackenzie Kipfer, David Mackey

MEMBERS OF STAFF PRESENT

Krista Robinson, CEO

GUESTS PRESENT

Rachel Smith, SPCF; Doug MacDougald, SPCF; Robert Bryan, RBCDS; Darren Scrimgeour, RBCDS; Dean McKelvie, RBCDS

1. Approval of the Minutes

MOVED by M. Kipfer, seconded by D. Mackey to approve the minutes of October 9, 2025.

2. New Business

2.1. Community Foundation Investment Review

Representatives from the Stratford Perth Community Foundation and RBC Dominion Securities joined the Finance Committee and provided a detailed overview of SPCF, the Library Fund, and how the fund is invested. R. Smith from SPCF also provided a brief overview of how the Board may leverage this partnership in the future as a mechanism for community investment.

Key points include:

- The Library fund with SPCF is unique in that the Board owns the fund, not SPCF. As such, the library board is the only one allowed to contribute to the fund, under the current service agreement. Funds can be recalled with 30 days notice.
- Our funds are pooled together with all funds administered by SPCF, and invested with RBC Dominion Securities. Total pool of funds is approximately \$11,000,000 with a goal to hit \$20,000,000.
- RBC Dominion Securities has the funds invested in individual stocks (global), bonds (North American), EFTs, and a few alternative investments (such as real assets such as infrastructure (toll roads, bridges) and other low volatility items).
- The collective pool of funds are invested long term, with endowments in mind. A small portion is kept liquid to fund annual giving.
- The funds is considered a "balanced growth fund"
- SPCF's fee increased from 2% to 3% last year. Fee is based on the total endowment.
- At the end of November 2025, the Library fund sits at \$302,279.

2.2. Libro Investment Update

An update was shared on the balance of the Libro bank account and the GIC investment at Libro. The GIC matures on February 5, 2026. The committee discussed future investment terms and amounts.

MOVED by D. Mackey, seconded by M. Kipfer to invest \$75,000 in a 1-year GIC at Libro at a rate of 3.3%.

L. Brown abstained from voting due to a conflict of interest.

M. Kipfer will connect with Libro to initiate the GIC investment process.



2.3. Investment Policy

The Committee discussed potential updates to the Investment Policy, which is scheduled for review in March. There was specific discussion regarding compliance with the Municipal Act. K. Robinson will investigate further.

3. Next Steps

- Signing Officers
- Community Foundation Investment growth over time

4. Next Meeting

- February 25, 2026 2pm, Virtual

5. Adjournment at 3:53pm

DRAFT

SPL Report to the Board



MEETING DATE: FEBRUARY 10, 2026
FROM: KRISTA ROBINSON, CEO | LIBRARY DIRECTOR
POLICY REVIEW COMMITTEE
SUBJECT: HEALTH AND SAFETY AND RESPECT IN THE WORKPLACE POLICY REVIEW

Recommendation

THAT the Library Board approve the recommended changes to the Health and Safety policy and the Respect in the Workplace policy.

Background

It is the responsibility of the Library Board to periodically review the policies that governs it, the CEO, and the Library. Prompted by the Board's schedule for evaluation of existing policies, the Health and Safety policy and the Respect in the Workplace policy have both been reviewed. These are both Human Resources Policies of the Board and are to be updated annually.

Report

Both policies are set to be updated on an annual basis. Updates being recommended are minimal.

HR 02 Health and Safety Policy

There are no recommended changes to the Health and Safety Policy except for two minor grammatical corrections.

HR 05 Respect in the Workplace Policy

This policy contains some additional language as recommended by the HR legal review of the Respect in the Workplace program in the Staff Manual. Additionally, the definition of workplace has been moved to the introduction for clearer definition and now includes off-site work-related/social functions. Some sentences have been removed for clarity, again at the recommendation of the HR legal review.

POLICY: Health and Safety		POLICY NO: HR 04
POLICY LEVEL: Library Board	LAST REVIEW / REVISION DATE: February 10, 2026	SCHEDULED REVIEW DATE: February 2027

Health and Safety

The Stratford Public Library is committed to promoting and providing a safe and healthy work environment that prevents occupational illness and injury for its staff in the workplace. The Library is committed to continually improving its health and safety performance and will strive to reduce or eliminate foreseeable risks by working collaboratively with management, supervisors and staff.

The Stratford Public Library Board delegates the authority to administer procedures and compliance related to health and safety to the Chief Executive Officer per the Board's policy, **Hiring and Management of Employees**.

Responsibility

The Ontario Occupational Health and Safety Act requires employers to prepare and review, at least annually, a written occupational health and safety policy, and to develop and maintain a program to implement the policy.

The Stratford Public Library Board, as the employer, is ultimately responsible for worker health and safety. The Library Board and its management will take all reasonable steps to prevent injury and create a safe and healthy workplace.

To achieve this, the Library will include health and safety concerns in organizational activities through ongoing consultation and interaction with the Joint Health and Safety Committee and Health and Safety Representatives. The Board is dedicated to this through ongoing assessments and annual review of the Library's Health and Safety program.

Supervisors must be accountable for the health and safety of workers under their direct supervision. Supervisors are responsible to ensure that workers are aware of potential or actual workplace hazards and follow established safe work practices and procedures. Workers are to receive training in their work tasks to protect their health and safety before commencement of the job.

Every worker is to protect, and is responsible for, his or hertheir own health and safety by working in compliance with the legislative requirements, safe work practices, procedures, standards, safety rules, and rules of conduct as established by the Library.

It is in the best interest of all levels of the Library to consider health and safety in every activity. Commitment to health and safety is an integral part of this organization, from workers to senior management.

References:

- [Occupational Health and Safety Act](#)
- [HR 01 Hiring and Management of Employees](#)

ORIGINAL DATE ADOPTED	March 20, 2007	Review Cycle	Annually
REVIEW/APPROVAL HISTORY	December 9, 2014; November 6, 2018, December 5, 2023, December 10, 2024, February 10, 2026		





POLICY: Respect in the Workplace		POLICY NO: HR 05
POLICY LEVEL: Library Board	LAST REVIEW / REVISION DATE: FEBRUARY 10, 2026	SCHEDULED REVIEW DATE: FEBRUARY 2027

Respect in the Workplace

The Stratford Public Library board recognizes the dignity and worth of every person and is committed to providing a workplace free from discrimination and harassment and ensuring that any complaint is resolved quickly and with fairness and confidentiality.

This policy applies to any person in the workplace, including but not limited to, employees, managers, supervisors, consultants, independent contractors, and others with whom employees interact, such as clients, vendors, volunteers and members of the public, as applicable. This policy applies wherever a work-related function is performed, including in the workplace, on SPL premises, and during any off-site work-related and/or social functions. Incidents that occur beyond this broad definition of workplace, on social media, or outside of working hours may also constitute workplace discrimination, harassment, or violence.

SPL is committed to providing a safe and healthy work environment in which all persons are treated equally, and with respect, decency and dignity. Every person has the right to work in a professional atmosphere that promotes equal opportunities and prohibits discriminatory practices. SPL does not tolerate discrimination, harassment, or violence, and will take all reasonable steps to prevent and eliminate conduct that falls within the scope of this policy and, where it has occurred, to respond decisively and effectively.

Legislation prohibits actions that discriminate against or harass people based on protected grounds. Stratford Public Library will not tolerate discrimination, violence or harassment on these grounds or for any other reason.

Discrimination

The Library values diversity in its workplace and prohibits employment discrimination.

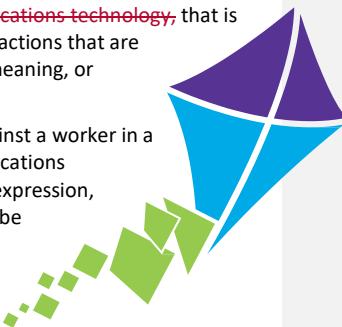
Discrimination means any form of unequal treatment based on a protected ground, whether imposing extra burdens or denying benefits. It may be intentional or unintentional. It may involve direct actions that are discriminatory on their face, or it may involve rules, practices or procedures that appear neutral but disadvantage certain groups of people. Discrimination may take obvious forms or occur in very subtle ways.

Workplace Harassment

Workplace harassment will not be tolerated by any person in the workplace, including but not limited to, customers, clients, service providers, other employers, managers, workers, and members of the public, as applicable.

Harassment means engaging in the course of vexatious comments or conduct against a worker, in a workplace, including virtually through the use of information and communications technology, that is known or ought to be known to be unwelcome. This may include words or actions that are known or should be known to be offensive, embarrassing, humiliating, demeaning, or unwelcome.

Sexual Harassment means engaging in vexatious comments or conduct against a worker in a workplace, including virtually through the use of information and communications technology, because of sex, sexual orientation, gender identity, or gender expression, where the course of comment or conduct is known or ought reasonably to be



known to be unwelcome. It also includes making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant, or deny a benefit or advancement to the worker, and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

Psychological Harassment (Bullying) means vexatious behaviour that manifests itself in the form of conduct, verbal comments, actions, or gestures characterized by being repetitive, hostile or unwanted, affecting a person's dignity or psychological integrity and results in a harmful work environment.

Reasonable action taken by the Library or the management team relating to the management and direction of workers or the workplace, within the conditions of the Occupational Health and Safety Act, is not workplace harassment.

Workplace Violence

The Library is committed to preventing workplace violence. It is ultimately responsible for worker health and safety. The Library will take whatever steps are necessary to protect the Library's employees from workplace violence from all sources, including domestic violence.

Workplace violence means the exercise of physical force by a person against a worker in a workplace that causes or could cause bodily injury to the worker.

If the Library becomes aware, or ought to be aware, that domestic violence might occur in the workplace that would expose a worker to physical injury, the Library will take every reasonable precaution under the circumstance for the protection of the worker at risk of physical injury and whoever encounters that worker.

Defining the Workplace

~~For this policy, harassment, discrimination or violence may be employment related if it occurs on the premises/in the working environment or off premises if an individual is engaging in employment responsibilities or at a work related function.~~

~~Incidents that occur beyond the workplace as defined above, on social media, or outside of working hours may also constitute workplace violence, harassment, or discrimination.~~

Commented [KR1]: Moved to the Intro

Roles and Responsibilities

The CEO will develop and maintain a Respect in the Workplace program in consultation with the Joint Health and Safety Committee.

All employees have a role in maintaining a workplace free from discrimination, harassment and violence. Individuals are expected to uphold and abide by this policy by refraining from harassment, discrimination or violence, promptly reporting concerning situations per the Respect in the Workplace program and cooperating fully in any harassment or discrimination complaint investigation.

Any employee who does not take appropriate steps to prevent and respond to workplace harassment or discrimination may be disciplined, up to and including termination for cause.

The management team has the additional responsibility to act immediately on observations or allegations of harassment or discrimination and notify the CEO. The management team is responsible for creating and maintaining harassment and discrimination-free organization and should address potential problems before they escalate.

Any form of discrimination, harassment or violence is a serious breach of policy and is subject to disciplinary action up to and including termination for cause. Furthermore, some situations of harassment may be serious enough to constitute a criminal



offence.

Employees will not be penalized or disciplined for reporting an incident or for participating in an investigation involving workplace harassment.

Related Documents:

- [Occupational Health and Safety Act \(R.S.O. 1990\)](#)
- [Human Rights Code \(R.S.O. 1990\)](#)
- [HR 01 Hiring and Management of Employees](#)
- HR 03 Staff Manual
- [HR 04 Health and Safety Policy](#)

ORIGINAL DATE ADOPTED	June 15, 2010	Review Cycle	Annually
REVIEW/APPROVAL HISTORY	November 6, 2018, December 5, 2023, December 10, 2024, February 10, 2026		



SPL Report to the Board

MEETING DATE: FEBRUARY 10, 2026
FROM: KRISTA ROBINSON, CEO | LIBRARY DIRECTOR
SUBJECT: CEO MONITORING REPORT

Financial Condition

- Year to Date Financials for 2026 are included in this package. Please note that not all expenditures have been posted for 2025 so that column is not a complete Year End financial review. Staff are still projecting a small 2025 year-end surplus.
- The library has applied for a Young Canada Works grant to fund the second summer programming position.

General News

- SPL was closed the morning of January 15 due to extreme winter weather. January weather caused a number of program cancellations and impacted staff's ability to attend work.

Staffing News

- The library has posted for a casual Public Service Librarian position, a full time Public Service Librarian position, and two summer programmers. Interviews are scheduled in mid-February and throughout March.
- After a competitive application process, SPL is happy to welcome Lindsey Martchenko as the new Special Projects Coordinator: Fund Development and Advocacy. Lindsey will begin February 24.
- At the end of January, 7 staff attended Ontario Public Library Association's annual conference. Five of the staff presented on various topics.

Programming News

- SPL has been approved as an official CBC Olympic Viewing Site. Through this SPL will be able to stream the Olympic games, receive posters, book display graphics, stickers and a reading list. An opening ceremony watch party was organized for February 6.
- The school PD day on January 30 offered programming with a Olympics Winter Games themes.
- Throughout January, Adult programs were themed around New Year's resolutions and Alzheimer's month. Sessions on visioning and getting organized, as well as brain health and memory hacks were offered.
- The Library participated in Winterfest by providing a "Boot Camp" around the park. 3D printed boots had activities in them for participants to do (and keep warm!).

Facilities

- The start date for the Elevator Modernization project has been postponed until at least April 13 due to product delivery delays.

Select CEO Activities

Meetings

- Jan 9: YMCA / SPL / City Grand Trunk
- Jan 21: Library Finance Committee
- Jan 26: Perth CFDC Board
- Jan 29: YMCA / SPL staff check in
- Feb 2: Library Space Committee

Advocacy

- Jan 29: BIA Coffee Club at Conestoga College



News and Coming Events

SPL in the News

- [Stratford Public Library looking for next Teen Library pet-fluencer](#), Jan 14, My Stratford Now
- [Alzheimer Society partners with Stratford library for cognitive health session](#), Jan 15, Stratford Today
- [Get introduced to new books and genres at Stratford Public Library](#), Jan 28, My Stratford Now
- [Winterfest 2026 continues to be a web of community – even in the most frigid of days](#), Jan 29, Stratford Times

Upcoming Events

- Closed for Family Day, Feb 15-16
- Grand Trunk Information Workshop, Feb 26
- Freedom to Read week, Feb 22-28
- Rinkside Reads & Hockey Fun, Mar 7, Rotary Complex

STRATFORD PUBLIC LIBRARY MONTHLY STATEMENT

For period ending

	December 31, 2025 - not final				January 31, 2026						
	2025 BUDGET	2025 ACTUAL	2026 BUDGET	2026 STRAIGHT LINE	2026 ACTUAL	VARIANCE (\$)	VARIANCE (%)	VARIANCE (\$)	VARIANCE (%)	VARIANCE (\$)	
MUNICIPAL FUNDING	3,093,129	3,093,129	3,262,660	271,888	-	2,990,772	-92%	-	3,262,660	-100%	
REVENUE											
CANADA GRANTS	8,800	9,146	9,150	763	-	8,388	-92%	-	9,150	-100%	
ANNUAL PROVINCIAL FUNDING	57,400	58,765	57,600	4,800	-	52,800	-92%	-	57,600	-100%	
OTHER MUNICIPALITIES	35,000	35,000	52,500	4,375	12,813	-	48,125	-92%	-	39,688	-76%
FINES & FEES	10,000	13,930	16,000	1,333	750	-	14,667	-92%	-	15,250	-95%
DONATIONS	6,000	17,022	10,000	833	710	-	9,167	-92%	-	9,290	-93%
TRANSFER FROM RESERVE	20,000		20,000	1,667			18,333	-92%	-	20,000	-100%
RECOVERABLES	11,011	65,208	7,494	625	518	-	6,870	-92%	-	6,976	-93%
RECOVERABLE - PCIN to SPL	96,169	96,169	101,616	8,468	-	93,148	-92%	-	101,616	-100%	
Total REVENUE	\$ 3,337,509	\$ 3,388,369	\$ 3,537,020	\$ 294,752	\$ 14,790	-\$	3,242,268	-92%	-\$	3,522,230	-100%
EXPENSES											
WAGES & BENEFITS	2,428,670	2,400,978	2,612,330	217,694	198,732	-	2,394,636	-92%	-	2,413,598	-92%
BUILDING EXPENSES	94,529	88,759	94,780	7,898	3,623	-	86,882	-92%	-	91,157	-96%
INTERFUNCTIONAL MAINTENANCE	68,310	-	64,350	5,363	-	-	58,988	-92%	-	64,350	-100%
COMMUNICATIONS & INTERNET	20,000	15,927	18,300	1,525	2,377	-	16,775	-92%	-	15,923	-87%
VEHICLES	2,750	171	2,500	208	-	-	2,292	-92%	-	2,500	-100%
MEMBERSHIPS	2,750	2,861	3,000	250	2,250	-	2,750	-92%	-	750	-25%
TRAINING	22,000	23,225	22,000	1,833	-	-	20,167	-92%	-	22,000	-100%
COLLECTIONS	90,000	156,347	100,200	8,350	23,604	-	91,850	-92%	-	76,596	-76%
OFFICE SUPPLIES	25,900	20,863	26,600	2,217	271	-	24,383	-92%	-	26,329	-99%
ADVERTISING & PRINTING	17,330	16,310	19,400	1,617	710	-	17,783	-92%	-	18,690	-96%
MAINTENANCE CONTRACTS	938	420	15,759	1,313	382	-	14,446	-92%	-	15,377	-98%
MAINTENANCE CONTRACTS - SPL to	80,502	83,484	85,411	7,118	-	-	78,293	-92%	-	85,411	-100%
SUPPLIES & EQUIPMENT	19,000	8,953	18,000	1,500	-	-	16,500	-92%	-	18,000	-100%
MILEAGE	2,000	327	2,000	167	-	-	1,833	-92%	-	2,000	-100%
LEGAL FEES	5,000	12,443	5,000	417	-	-	4,583	-92%	-	5,000	-100%
PROGRAMMING & MAKERSPACE	14,370	21,220	14,700	1,225	250	-	13,475	-92%	-	14,450	-98%
CONTRACTORS	52,000	52,645	40,000	3,333	-	-	36,667	-92%	-	40,000	-100%
BOARD EXPENSES	6,570	9,248	6,610	551	-	-	6,059	-92%	-	6,610	-100%
RESERVES	384,890	-	386,080	32,173	-	-	353,907	-92%	-	386,080	-100%
Total EXPENSES	\$ 3,337,509	\$ 2,914,181	\$ 3,537,020	\$ 294,752	\$ 232,200	-\$	3,242,268	-92%	-\$	3,304,820	-93%
SURPLUS/(DEFICIT)											
CAPITAL - subset of Reserves											
COLLECTIONS	\$ 169,744	\$ 152,186			\$ 173,139			\$ 7,054			
TECHNOLOGY	\$ 31,000	\$ 28,491			\$ 31,000						
FORECASTED PROJECTS	\$ 174,256	\$ 194,322			\$ 170,861						
Total CAPITAL EXPENSES	\$ 375,000	\$ 375,000			\$ 375,000			\$ 7,054			