

Scorecard - Solid Waste Management

Information										
Name:	Solid Waste Management									
Description:	(Scorecard created 10/2015 as a result of the split from Public Works.)									
Domain:	Solid Waste Management									
Owners:	n/a									
Details										
		As Of		Actual		Business Plan Goal		FYTD Actual	FYTD Goal	Owners
▼ Customer						Customer				
▼ Provide Quality Residential Garbage, Trash and Recycling Collection Services						Solid Waste Management				Provide Quality Residential Garbage, Tr
Initiative Name		Type	As Of	Status	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	%	Owners			
Replace Waste Collection System (WCS)			12/16/2019	In Progress		90%	Solid Waste Management			
Percentage of Automated and Manual Garbage Routes completed on time		Dec '19	<div></div>	98.8%		98.0%	<div></div>	98.6%	98.0%	Robinson, Margie (DSWM); Henfield, Claudia (DSWM); Penha-Cumberland, Debbie (DSWM); Conner, Latasha (DSWM)
New Household Accounts added to Solid Waste Collections (Monthly)		Dec '19	<div></div>	388		141	<div></div>	884	423	Anaxe, Geraldine (DSWM); Galvez, David (DSWM); Shorunke-Jean, Bolanle O. (DSWM); Chong, Michelle (DSWM);
Number of Garbage Complaints Received per 10,000 households		Dec '19	<div></div>	3		4	<div></div>	8	12	Henfield, Claudia (DSWM); Robinson, Margie (DSWM); Penha-Cumberland, Debbie (DSWM)
Number of curbside recycling complaints per 10,000 participating households		Dec '19	<div></div>	7.1		6.4	<div></div>	6.7	6.4	Love, Gayle (DSWM); Massa, Jeanmarie (DSWM)
Number of Missed Garbage Complaints Received Per 10,000 Households		Dec '19	<div></div>	2		4	<div></div>	7	12	Henfield, Claudia (DSWM); Penha-Cumberland, Debbie (DSWM); Robinson, Margie (DSWM)
Number of Bulky Waste complaints per 1000 Regular Bulky Waste orders created		Dec '19	<div></div>	8.4		16.0	<div></div>	10.8	16.0	Howard, Ronald
▼ Improve Programs that Promote Neighborhood & Rights-of-Way Aesthetics, & Environmental Conditions						Solid Waste Management				Improve Programs that Promote Neighborhood & Rights-of-Way Aesthet
Percentage of scheduled illegal dumping piles picked up within 8 days of receipt		Dec '19	<div></div>	100.0%		95.0%	<div></div>	97.4%	95.0%	Penha-Cumberland, Debbie (DSWM); Ferguson, Virginia T. (DSWM)
Investigate Illegal Dumping Complaints received via 311 within one week of Receipt		Dec '19	<div></div>	96%		95%	<div></div>	97%	95%	Vargas, Luis (DSWM); Jackson, Michelle J. (DSWM); Cummings, Demetrisa (DSWM)
▼ Provide Safe, Attractive and Structurally Sound ROWs and Infrastructure for Both General and Special Populations						Solid Waste Management				Provide Safe, Attractive and Structurally Sound ROWs and Infrastructure for Bot
Total Residential Enforcement Actions		Dec '19	<div></div>	2,543		2,835	<div></div>	8,882	8,505	Vargas, Luis (DSWM);
Litter Tons		Dec '19	<div></div>	41		0	<div></div>	125	0	Penha-Cumberland, Debbie (DSWM); Howard, Ronald
Single Stream Recycling Program Tons		Dec '19	<div></div>	5,418		5,000	<div></div>	61,167	61,000	Massa, Jeanmarie (DSWM);
▼ Provide Timely and Satisfactory Resolution to Customer Needs, Requests & Inquiries						Solid Waste Management				Provide Timely and Satisfactory Resolut
Average Illegal Dumping Pick-up Response Time		Dec '19	<div></div>	2		4	<div></div>	2	4	Penha-Cumberland, Debbie (DSWM); Ferguson, Virginia T. (DSWM)
Average Bulky Waste Response Time in Calendar Days		Dec '19	<div></div>	7.0		7.0	<div></div>	7.0	7.0	Penha-Cumberland, Debbie (DSWM); Ferguson, Virginia T. (DSWM)
Response to Mosquito Nuisance Complaints		Dec '19	<div></div>	100.0% (368.0/368.0)		100.0%	<div></div>	100.0% (1,244.0/1,244.0)	100.0%	Washington, Elizabeth (DSWM); Petrie, William (DSWM); Cabrera, Aimee (DSWM); Clark - Robinson, Khanya (DSWM)
Implement/Provide Quality Environmental, Smart Growth and Sustainability Programs that Support Livable Communities						Solid Waste Management				Implement/Provide Quality Environmen
▼ Financial						Financial				
▼ Meet Budget Targets Quarterly						Solid Waste Management				Meet Budget Targets Quarterly
Disposal Revenue Tons - Garbage		Dec '19	<div></div>	97,166		93,958	<div></div>	272,402	281,874	Shorunke-Jean, Bolanle O. (DSWM); Anaxe, Geraldine (DSWM); Galvez, David (DSWM); Chong, Michelle (DSWM);
Disposal Revenue Tons - Trash		Dec '19	<div></div>	48,278		49,891	<div></div>	150,458	149,673	Chong, Michelle (DSWM); Shorunke-Jean, Bolanle O. (DSWM); Galvez, David (DSWM); Anaxe, Geraldine (DSWM); Perez, Nathalie D. (DSWM)
Disposal Full Fee Revenue Tons		Dec '19	<div></div>	145,444		143,849	<div></div>	422,860	431,547	Perez, Nathalie D. (DSWM); Chong, Michelle (DSWM); Anaxe, Geraldine (DSWM); Galvez, David (DSWM); Shorunke-Jean, Bolanle O. (DSWM)
▼ Monitor Overtime and Temporary Expenditures						Solid Waste Management				Monitor Overtime and Temporary Expenditures
Overtime expenditure (Administration)		Dec '19	<div></div>	\$4,327		\$11,867	<div></div>	\$22,176	\$35,600	Ruiz, Michael W. (DSWM)
Temporary Expenditure (Administration)		Dec '19	<div></div>	\$0		\$5,267	<div></div>	\$0	\$15,801	Ruiz, Michael W. (DSWM)
Overtime Expenditure (WM Operations)		Dec '19	<div></div>	\$325,244		\$318,099	<div></div>	\$1,125,606	\$954,297	Durham-Camp, Sherra (DSWM)
Temporary Expenditure (WM Operations)		Dec '19	<div></div>	\$16,467		n/a	<div></div>	\$57,001	n/a	Durham-Camp, Sherra (DSWM)
▼ To Reduce Disposal Accounts receivable delinquencies						Solid Waste Management				To Reduce Disposal Accounts receivabl
Accounts receivable Disposal delinquent balance over 90 days past due (Workload Measure)		'19 Q4	<div></div>	\$162,285		\$250,000	<div></div>	n/a	n/a	Rayborn, Rick (DSWM); Trabanco, Raul (DSWM)
Total Accounts Receivable		'20 FQ1	<div></div>	\$6,720.0K		\$5,775.0K	<div></div>	n/a	n/a	Rayborn, Rick (DSWM); Trabanco, Raul (DSWM)
▼ Meet Budget Targets (Solid Waste)						n/a				Meet Budget Targets (Solid Waste)
Expen: Total (Solid Waste)		'19 FQ4	<div></div>	\$109,953K		\$136,266K	<div></div>	\$359,893K	\$545,448K	Fernandez, Michael (DSWM)
Revenue: Total (Solid Waste)		'19 FQ4	<div></div>	\$230,873K		\$136,266K	<div></div>	\$583,383K	\$545,062K	Fernandez, Michael (DSWM)
Positions: Full-time Filled (Solid Waste)		'20 FQ1	<div></div>	1,009		1,096 (985 - 1,096)	<div></div>	n/a	n/a	Fernandez, Michael (DSWM); Sifontes, Michelle (DSWM)
▼ Internal						Internal				
▼ Office of the Mayor Assignments						Solid Waste Management				Office of the Mayor Assignments
Percentage of the Mayor's Office Assignments Completed Ontime		Oct '19	<div></div>	100% (3/3)		100%	<div></div>	100% (3/3)	100%	Cabrera, Aimee (DSWM)
Improve the Efficiency of the Operations						Solid Waste Management				Improve the Efficiency of the Operation
Ensure Ongoing Compliance with local, state, and Federal Regulations						Solid Waste Management				Ensure Ongoing Compliance with local, state, and Federal Regulations
Initiative Name		Type	As Of	Status	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	%	Owners			
Munisport Landfill Grant			12/24/2019	In Progress		68%	Solid Waste Management			
Virginia Key Landfill Grant			8/23/2019	In Progress		25%	Solid Waste Management			
Disposal System Level of Service (In Years)		2019 FY	<div></div>	15		5	<div></div>	15	5	Porcelli, Mario (DSWM)
▼ Provide Quality Administrative and Operational Support that Drives Effectiveness and Efficiency in Service Delivery						Solid Waste Management				Provide Quality Administrative and Operational Support that Drives Effectiveness and Efficiency in Service Delivery
Initiative Name		Type	As Of	Status	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	%	Owners			
Biometric Time Clocks Project Deployment			12/16/2019	On Hold		69%	Solid Waste Management			
▼ Learning and Growth						Learning and Growth				

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▼	Provide Training and Employee Development Opportunities						Solid Waste Management						Provide Training and Employee Development Opportunities					
Total No. of Training Sessions		Dec '19	▲	19	11	▲	61	33 Lafortune, Ruelynn (DSWM); Lopez, Daniel (DSWM); Sifontes, Michelle (DSWM); Marlow, Myra (DSWM); Lamb, Trinese (DSWM); Arias, Ruth (DSWM); Westmoreland, La Keisha (DSWM)						Total No. of Training Sessions				
▼	Ensure a Safe Working Environment for Employees						Solid Waste Management						Ensure a Safe Working Environment for Employees					
No. of safety inspections conducted		Dec '19	▲	18	18	▲	54	54 Sifontes, Michelle (DSWM); Marlow, Myra (DSWM); Lopez, Daniel (DSWM); Lamb, Trinese (DSWM); Lafortune, Ruelynn (DSWM); Arias, Ruth (DSWM)						No. of safety inspections conducted				

Linked Objects

▼ Child Scorecards	
Name	Owners
DSWM Audit and Compliance	Solid Waste Management
DSWM Intergovernmental And External Affairs	Solid Waste Management
DSWM - Administration	Solid Waste Management
DSWM - Waste Management Operations	Solid Waste Management
DSWM (AD) Collections Operations	Solid Waste Management
DSWM (AD) Disposal Operations	Solid Waste Management
DSWM (AD) Tech Svcs, Env Affairs & Mntc Operations	Solid Waste Management
DSWM Accounting and Financial Reporting Division	Solid Waste Management
DSWM Budget & Fiscal Management	n/a
DSWM Facilities Maintenance Division	Solid Waste Management
DSWM Landfill Division	Solid Waste Management
DSWM Personnel Services Division	Solid Waste Management
DSWM Procurement & Contracts Mgmt. Division	Solid Waste Management
DSWM Public Information & Outreach Division	Solid Waste Management
DSWM Tech Services & Env Affairs Division	Solid Waste Management
DSWM Transfer Division	Solid Waste Management
DSWM Trash Division	Solid Waste Management
DSWM Garbage Division	n/a
DSWM Fleet Management Division	n/a
DSWM Mosquito Control	Solid Waste Management
DSWM Management Information Services Division	Solid Waste Management
DSWM (AD) Support Services	n/a
Solid Waste Historical Data	Solid Waste Management

▼ Parent Scorecards	
Name	Owners
Neighborhood and Infrastructure Strategic Area Scorecard	n/a

▼ ActiveViews

Initiatives											
Name	Type	As Of						%	Status	Owners	
Replace Waste Collection System (WCS)		2/10/2020						90%	In Progress	Solid Waste Management	
Munisport Landfill Grant		12/24/2019						68%	In Progress	Solid Waste Management	
Virginia Key Landfill Grant		8/23/2019						25%	In Progress	Solid Waste Management	
Biometric Time Clocks Project Deployment		2/10/2020						69%	On Hold	Solid Waste Management	

▼ Objectives	
Name	Owners
Provide Quality Residential Garbage, Trash and Recycling Collection Services	Solid Waste Management
Improve Programs that Promote Neighborhood & Rights-of-Way Aesthetics, & Environmental Conditions	Solid Waste Management
Provide Safe, Attractive and Structurally Sound ROWs and Infrastructure for Both General and Special Populations	Solid Waste Management
Provide Timely and Satisfactory Resolution to Customer Needs, Requests & Inquiries	Solid Waste Management
Implement/Provide Quality Environmental, Smart Growth and Sustainability Programs that Support Livable Communities	Solid Waste Management
Meet Budget Targets Quarterly	Solid Waste Management
Monitor Overtime and Temporary Expenditures	Solid Waste Management
To Reduce Disposal Accounts receivable delinquencies	Solid Waste Management
Meet Budget Targets (Solid Waste)	n/a
Office of the Mayor Assignments	Solid Waste Management
Improve the Efficiency of the Operations	Solid Waste Management
Ensure Ongoing Compliance with local, state, and Federal Regulations	Solid Waste Management
Provide Quality Administrative and Operational Support that Drives Effectiveness and Efficiency in Service Delivery	Solid Waste Management
Provide Training and Employee Development Opportunities	Solid Waste Management
Ensure a Safe Working Environment for Employees	Solid Waste Management

▼ Program Groups

▼ Stoplight Charts

▼ Tasks

Commentary

Action Items				
Due Date	Status	Action	Owners	

Comments			
Date ▾	Author	Comment	

Attachments & Links

▼ External Links

▼ Attachments

Measures

As Of:

<M/d/yyyy>

15

Sum. Lvl.: Base


Comparator: Default

Name	Description	Comparator Name	Sum. Lvl.	Period	Actual	Target	Variance	Owners
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Scorecard - Solid Waste Management

▲	Accounts receivable Disposal delinquent balance over 90 days past due (Workload Measure)	Accounts receivable Disposal balance running 90 days + past due. "Data" From Scalehouse Receivable System".	Goal - Default	Base	'20 Q1	\$41,848	\$225,000	\$183,152	Rayborn, Rick (DSWM); Trabanco, Raul (DS)
▲	Average Bulky Waste Response Time in Calendar Days	The Department receives approximately 88,000 bulky waste orders annually. DSWM Bulky Waste Response time is calculated from the date of the request to the date of the actual pick-up by the Trash Division. (Includes both compliant and non-compliant bulky pickups) Days are reported as calendar days...	Goal - Default	Base	Dec '19	7.0	7.0	0.0	Penha-Cumbermack, Debbie (DSWM); Ferguson, Virginia T. (DSWM)
▲	Average Illegal Dumping Pick-up Response Time	The Department responds to more than 9,000 illegal dumping complaints per year. The Waste Enforcement Officer Service Area consists of 32 zones and includes over 330,000 residential customers within the DSWM Service Area, plus the Cities of Aventura, Cutler Bay, Doral, Miami Gardens, Miami Lakes, Palmetto Bay,...	Goal - Default	Base	Dec '19	2	4	2	Penha-Cumbermack, Debbie (DSWM); Ferguson, Virginia T. (DSWM)
VR	Disposal Full Fee Revenue Tons	The County charges tipping fees to Municipalities, Private Haulers and County Agencies for the use of its disposal and transfer facilities per ton. These fees are subject to annual increases based on Consumer Price Index (CPI). Currently, there are 18 cities with interlocal agreements. Disposal Full Fee Revenue...	Goal - Default	Base	Jan '20	137,098	143,849	-6,751	Perez, Nathalie D. (DSWM); Chong, Michelle (DSWM); Anaxe, Geraldine (DSWM); Galvez, David (DSWM); Shorunke-Jean, Bolanle O. (DSWM)
■	Disposal Revenue Tons - Garbage	The County charges tipping fees to Municipalities, Private Haulers and County Agencies for the use of its disposal and transfer facilities per ton. These fees are subject to annual increases based on Consumer Price Index (CPI). Currently, there are 18 cities with interlocal agreements.	Goal - Default	Base	Jan '20	91,020	93,958	-2,938	Shorunke-Jean, Bolanle O. (DSWM); Anaxe, Geraldine (DSWM); Galvez, David (DSWM); Chong, Michelle (DSWM); Perez, Nathalie D. (DSWM)
VR	Disposal Revenue Tons - Trash	The County charges tipping fees to Municipalities, Private Haulers and County Agencies for the use of its disposal and transfer facilities per ton. These fees are subject to annual increases based on Consumer Price Index (CPI). Currently, there are 18 cities with interlocal agreements.	Goal - Default	Base	Jan '20	46,078	49,891	-3,813	Chong, Michelle (DSWM); Shorunke-Jean, Bolanle O. (DSWM); Galvez, David (DSWM); Anaxe, Geraldine (DSWM); Perez, Nathalie D. (DSWM)
▲	Disposal System Level of Service (In Years)	Remaining disposal capacity in number of years greater than or equal to the minimum standard (5 years minimum) as defined by the Solid Waste Disposal Concurrence Determination. DATA: Consultant Capacity Report and FM&P Budgeted Revenue Tons. GOAL: Greater than or equal to the...	Goal - Default	Base	2019 FY	15	5	10	Porcelli, Mario (DSWM)
▲	Expen: Total (Solid Waste)		Goal - Default	Base	'19 FQ4	\$109,953K	\$136,266K	\$-26,313K	Fernandez, Michael (DSWM)
▲	Investigate Illegal Dumping Complaints received via 311 within one week of Receipt	The Department responds to more than 10,000 illegal dumping complaints per year. The Waste Enforcement Officer Service Area consists of 34 zones and includes over 340,000 residential customers within the DSWM Service Area, plus eight (9) cities including Aventura, Cutler Bay, Doral, Miami Gardens, Miami Lakes,...	Goal - Default	Base	Jan '20	95%	95%	0%	Vargas, Luis (DSWM); Jackson, Michelle J. (DSWM); Cummings, Demetris (DSWM)
▲	Litter Tons	Tons of litter collected in the Litter Program. Includes litter from over 550 hotspots and a combined total of 1360 corridor miles serviced each month. Goal is based on Projections per Budget & Perf Tracking workload measures.	Goal - Default	Base	Jan '20	34	0	34	Penha-Cumbermack, Debbie (DSWM); Howard, Ronald
VR	New Household Accounts added to Solid Waste Collections (Monthly)	New Household Accounts added to Solid Waste Collections (Monthly) The Department provides solid waste services to single-family residential units (including certain multi-family units such as duplexes) and a small number of commercial and multi-family accounts in the unincorporated portions of Miami...	Goal - Default	Base	Jan '20	117	141	-24	Anaxe, Geraldine (DSWM); Galvez, David (DSWM); Shorunke-Jean, Bolanle O. (DSWM); Chong, Michelle (DSWM); Perez, Nathalie D. (DSWM)
▲	No. of safety inspections conducted	The Office of Safety, ISD requires that regular inspections be conducted of all departmental facilities. Effective 10-1-12, The Safety Inspection measure also includes Vehicle and Operations inspections.	Goal - Default	Base	Jan '20	18	18	0	Sifontes, Michelle (DSWM); Marlow, Myra (DSWM); Lopez, Daniel (DSWM); Lamb, Trinessa (DSWM); Lafortune, Rueyynn (DSWM); Arias, Ruth (DSWM)
▲	Number of Bulky Waste complaints per 1000 Regular Bulky Waste orders created	The department receives approximately 88,000 bulky waste orders annually. Bulky Orders are created/ scheduled for a non-compliance pick-up or when a resident requests a regular bulky trash pick up either through the 311 Answer Center or directly to DSWM at 305-375-5544. Bulky Waste Complaints are also...	Goal - Default	Base	Dec '19	8.4	16.0	7.6	Howard, Ronald
VR	Number of curbside recycling complaints per 10,000 participating households	There are approximately 350,000 customers participating in the County's recycling program. The service area includes the DSWM Service Area, plus twelve (12) cities. The recycling is collected by two private haulers: World Waste and Progressive Waste Solutions.	Goal - Default	Base	Jan '20	10.2	6.4	-3.8	Love, Gayle (DSWM); Massa, Jeanmarie (DSWM)
▲	Number of Garbage Complaints Received per 10,000 households	There are approximately 330,000 residential garbage customers in the DSWM Service Area, plus nine (9) cities including Aventura, Cutler Bay, Doral, Miami Gardens, Miami Lakes, Opa-Locka, Palmetto Bay, Pinecrest and Sunny Isles Beach. Calculation: Number of Complaints received/ Number of households...	Goal - Default	Base	Dec '19	3	4	1	Henfield, Claudia (DSWM); Robinson, Margie (DSWM); Penha-Cumbermack, Debbie (DSWM)
▲	Number of Missed Garbage Complaints Received Per 10,000 Households	The Department handles approximately 8,700 missed garbage complaints annually. [Replaces the measure - Number of Missed Garbage Complaints received per 1,000 households] Data per Waste Collection System. Calculation: # of complaints divided by monthly household count divided by the average number of...	Goal - Default	Base	Dec '19	2	4	2	Henfield, Claudia (DSWM); Penha-Cumbermack, Debbie (DSWM); Robinson, Margie (DSWM)
▲	Overtime expenditure (Administration)	Overtime expenditure incurred by full time county employees employed in the Director's Office, Fiscal Management & Information Services, Business Management & Public Affairs. Data per County Payroll Overtime Information and from DSWM Time Tracking System. Overtime fringe costs not included. Goal...	Goal - Default	Base	Dec '19	\$4,327	\$11,867	\$7,540	Ruiz, Michael W. (DSWM)
VR	Overtime Expenditure (WM Operations)	Overtime expenditure incurred by full time county employees that are employed in the Public Works and Waste Management Operations Divisions. Overtime does not include overtime fringe. Data: per County Payroll overtime data system and from PWWM Time Tracking System. Expenditure does not include...	Goal - Default	Base	Dec '19	\$325,244	\$318,099	\$-7,145	Durham-Camp, Sherra (DSWM)
▲	Percentage of Automated and Manual Garbage Routes completed on time	There are 280 automated routes and 18 manual routes. A manual route consists of two (2) collectors and one (1) waste truck driver. An automated crew consists of one (1) waste truck driver. And a semi-automated route consists of one (1) collector and one (1) waste truck driver.	Goal - Default	Base	Dec '19	98.8%	98.0%	0.8%	Robinson, Margie (DSWM); Henfield, Claudia (DSWM); Penha-Cumbermack, Debbie (DSWM); Conner, Latasha (DSWM)
▲	Percentage of scheduled illegal dumping piles picked up within 8 days of receipt	The Department picks up approximately 2,500 illegally dumped trash piles annually. As a DSWM SORTIE, the Department will collect 95% of all scheduled illegally dumped trash piles within eight days of scheduling. DATA: per Waste Collection System, RSN Code 17 & 28. Date does not include illegally dumped tires...	Goal - Default	Base	Dec '19	100.0%	95.0%	5.0%	Penha-Cumbermack, Debbie (DSWM); Ferguson, Virginia T. (DSWM)
▲	Percentage of the Mayor's Office Assignments Completed Ontime		Goal - Default	Base	Jan '20	100% (5/5)	100%	0%	Cabrera, Almee (DSWM)
▲	Positions: Full-time Filled (Solid Waste)		Goal - Default	Base	'20 FQ1	1,009 (985 - 1,096)	1,096	-87	Fernandez, Michael (DSWM); Sifontes, Michelle (DSWM)
▲	Response to Mosquito Nuisance Complaints	The Department is responsible for handling mosquito control for all of Miami-Dade County representing 2.6 million residents and visitors alike. The department handles approximately 9,600 mosquito complaints annually, based on historical data since 1986. The average varies based on climatic and biological...	Goal - Default	Base	Jan '20	100.0% (662.0 / 662.0)	100.0%	0.0%	Washington, Elizabeth (DSWM); Petrie, William (DSWM); Cabrera, Almee (DSWM); Clark - Robinson, Khanya (DSWM)
▲	Revenue: Total (Solid Waste)		Goal - Default	Base	'19 FQ4	\$230,873K	\$136,266K	\$94,607K	Fernandez, Michael (DSWM)

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	Single Stream Recycling Program Tons	The Department collects approximately 62,000 tons of recycled materials annually. There are approximately 350,000 customers participating in the County's recycling program. The service area includes the DSWM Service Area, plus twelve (12) cities. The recycling is collected by two private haulers: World...	Goal - Default	Base	Jan '20	5,331	5,000	331 Massa, Jeanmarie (DSWM); Love, Gayle (D
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