

BUILDING BRIDGES: CAPTURING ENGINEERING WORKFLOWS

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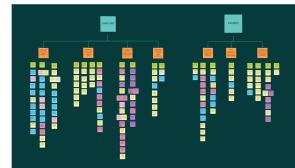
INTRODUCTION

The City of Lansing's Public Service Department is facing a critical need for a workflow management system to standardize processes, capture project workflows, and manage tasks. With a high percentage of employees expected to retire within the next three years, a large amount of institutional knowledge could be lost without a proper system in place.

Our role was to evaluate the Public Service Department's current filing system and develop actionable recommendations to improve and increase their filing efficiency to ensure information is properly categorized and easily accessible. In searching for actionable recommendations, our UMSI team was aided by previous recommendations, delivered in early 2020 by business analyst Scott Konopinski from Dewpoint Consulting.

ANALYSIS

The UMSI team compiled quotes from our eighteen contextual inquiry interviews with PSD staff to create an Affinity Wall. Our interview notes were placed into digital sticky notes, a Kite Board, and a visualization tool, where they were grouped by related ideas by the yellow, purple, pink, blue, and white notes. From this, related quotes were sorted and grouped together, then placed under immediate themes (denoted by green notes). Finally, these general themes were categorized as either being causes or symptoms of workflow or filing interruptions (denoted by large teal notes).



ANALYSIS

From our Affinity Wall diagramming, we gathered the following as general themes concerning symptoms.

Current practices are causing difficulty finding information in the S-Drive.

- This is non-standard naming convention department-wide.
- Inconsistent ways of organizing directory structures are adopted across different divisions.
- There is duplication/redundancy for better access and reference.

The access management of S-Drive seems inconvenient.

- Different staff members have different access levels within the drive.
- The setting of access for each document or folder needs to go through IT which seems to be an inflexible extra process.

No formal training process or written-down guideline impede consistent record organization.

- Shadowing/mentoring is limited by the supervisor which causes employees to learn roles themselves.
- There are no formal requirements for the documentation of workflow and filing process before staff leave.

People are turning to other document management tools.

- Microsoft Teams for better project management and collaborating internally drives the need for OneDrive.
- OneDrive is needed for field work and VPN concerns.
- Desktop is easier to use and maintain for remote working purposes.
- CityWorks runs as an individual and effective system, however what needs to be exported from and get preserved is unclear.

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ANALYSIS

Lastly, the following were gathered as general themes concerning causes.

Day-to-day tasks and collaboration workload occupies staff's time and energy for record management.

- Staff relies on paper to keep track of tasks and to navigate the S-Drive.
- The amount of tasks and the collaboration is taking up their time for record management.
- Communication and interaction between divisions and outside departments/contractors interrupts the workflow.

Lack of resources to Lansing's Public Service Dept. inhibits implementation.

- The lack of both monetary resources and overall capacity are factors to consider in implementing new processes.

The beliefs, old habits and varying technical levels of staff prevent them from adopting a new standard.

- Staff members lack the technical skills to use Laserfiche and OneDrive.
- Some employees believe that their work does not require using S-Drive or Laserfiche.
- There is a lack of incentive/motivation to change to something else since the current system works for them.
- Some PSD employees doubt the capability and security of OneDrive.

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FINDINGS

Right now the filing system of files and documents are done based on personal intuition and due to habit, time constraints and lack of resources which results in the current folder structure that hinders efficiency.

The issues surrounding succession planning hinder the passing of institutional knowledge. Streamlining the filing process ensures that the passing of techniques and work processes can exist as a coherent file structure that successors can follow.

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RECOMMENDATIONS

Classification Overview

This section concerns recommendations and best practices for naming conventions and folder restructuring. To demonstrate conventions, we randomly picked folders and files to provide examples that you can alter to your needs and build upon. The section is structured in the following manner:

- General conventions
- Naming conventions
- Folder restructuring

For naming conventions, at least one example is provided for each of the following team folders:

- Accounting
- Engineering
- Permit
- Traffic

For folder restructuring, at least one example is provided for the following team folders:

- Account Receivable Invoices from Accounting
- Engineering

For Engineering, we have also provided generalized feedback and recommendations on the filing structure as a whole.

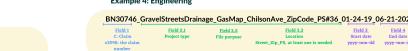
We have also provided sample illustrations of the folder structuring along with naming conventions, and a sample code book in order to aid the Public Service Department in standardizing and recording naming conventions.

RECOMMENDATIONS

Naming Conventions

Example 1: Accounting - Accounting Project Files

Abbott Construction Correspondence file from November 2009, never signed



We recommend that Engineering projects are complex. To address staff needs in being able to identify the contents of a file and the current life cycle of the given file, we are recommending that all file names in the Engineering folder contain the following elements:

Sample file path: Engineering → Projects → ACTIVE → 2022 Consumer Energy Grid Projects

Example 5: Permits

Permits_CPLJ_CS0-034_AdditionalConditions



Example 6: Traffic

Traffic_CORR_PSD_HuntClubSignRequest

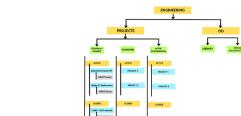
RECOMMENDATIONS

General Conventions | Folder Restructuring

Example 1: Accounting - Account Receivable Invoices



Example 2: Engineering



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RECOMMENDATIONS

Microsoft Planner for Task Management

Current systems and tools are not being utilized in the ways they could be.

For instance, several employees in the Public Service Department use various tools such as Microsoft Excel, Teams, and OneDrive in order to streamline their individual workflow and access which does not lend to Department-wide accountability or transparency.

The entirety of the Microsoft Suite is untouched. Thus tools within it are geared to large group task management, such as Microsoft Planner or similar tools that also allow collaboration fall in a gap. We recommend the entire department familiarizes themselves with their options regarding Microsoft, mainly beginning with Microsoft Planner. An example of the Microsoft Planner's dashboard is attached below.



RECOMMENDATIONS

Laserfiche

Laserfiche has file synchronization capabilities that can improve workflow efficiency and alleviate the burden of a select few individuals having the sole responsibility of identifying files that need to be moved into Laserfiche according to the Public Service Department's retention policy. Below, you will find an overview of what we have learned from IT about Laserfiche and its processes.

Laserfiche has four levels of access: public, internal (domain users only), forms participants (read-only), and fully licensed. A full license costs around \$1,200 per user, which explains the limited capacity available to grant multiple full licenses.

Currently, the process for moving files into Laserfiche involves using a web or desktop client that only an individual with full licensing can access. This individual would have to drag and drop files or upload files using the web client.

However, IT has the ability to create a customized workflow that allows files to be synced from the S-Drive into Laserfiche. This process would require setting up a secondary directory, in which staff with permissions can add files. Depending on the sub-directory these files are added to, they will be conform to a "template" that allows Laserfiche to determine where the files should go once they are synced to the system.

We recommend setting up an individual meeting with IT so that they can provide a comprehensive explanation of these processes. This customized workflow would alleviate both the pressing issue of cost and the burden placed on one or a few individuals to sort through and move files to Laserfiche.

ADDITIONAL POINTERS

Additional Pointers

Desktop Usage and Associate Liability

We have noticed that a select few individuals are storing all records on the desktop. This poses unnecessary liability for the department. In the event of a lost laptop or technical malfunction of the Public Service Department's computer network, these records may be lost or leaked, potentially exposing the City of Lansing to legal action. This is especially pertinent when considering records that hold historical value, as dictated by the state's retention policy.

Therefore, it is recommended that the department immediately cease reliance on desktop storage for record management. Instead, the utilization of the secure S-drive is recommended to ensure the proper safeguarding of critical records. This proactive approach will help mitigate potential risks and safeguard the department's operations.

Dewpoint's Consultant Report

Scott Konopinski (2019) worked with the Public Service Department to document workflows within different divisions. He documented the processes and procedures within the department's everyday. All of these files are stored in his staff folder, which is titled with the "2019" year folder. We recommend reviewing these documents as a pathway to begin succession planning and onboarding new staff members.

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RECOMMENDATIONS

Weeding Schedule

The aforementioned classification systems should be implemented for new files. It should be used in conjunction with a weeding process to clean up inactive or archival files. We recommend staggering the clean-up process to ease all PSD staff members into a collective habit of folder upkeep. The weeding schedule should be a floating Excel sheet in the "Staff Folder" of the S-Drive with metadata to hold sheets for all the divisions of the department.

A process of "weeding" is recommended for building new habits. Each staff member would only have to clean one folder a week. This would lessen the pressure of taking on the entire S-Drive itself. By the end of the month, each staff member would be assigned new folders to take on.

This process should be conducted through a system of accountability. We recommend either Michelle or Erin, with the backing of the Director, reinforce the schedule and ensure that every staff member continues to build on this habit. We recommend a brief weekly or monthly check-in with staff members to ensure that staff members' folders are cleaned in a timely manner.

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ADDITIONAL POINTERS

Access and Permissions

We notice that not having permissions to edit or manipulate files causes duplication. We recommend finding a balance between open permissions and closed access. Having strictly enforced practices in place can ensure accountability and compliance.

CONCLUSION

Overall, the Public Service Department faces critical challenges with the imminent retirement of a high percentage of employees within the Engineering Division, which could lead to the loss of institutional knowledge without a proper retention information system. The department urgently needs a centralized project and workflow management system to standardize work processes, capture project engineer workflows, and manage tasks.

Our evaluation of the current filing system has uncovered issues with efficiency, which Public Service Department staff members can resolve by implementing a standardized naming convention, a centralized system for folder distribution, and a schedule for specific and regular inactive files. By streamlining the filing process, the department can ensure the passing of techniques and work processes to successors and reduce the risk of workflow interruption caused by the current folder structure.

We would like to emphasize that our recommendations will have to be firstly standardized amongst the department and then issued and enforced by the Director of the Public Services Department.

REFERENCES

- Beyer, H., & Holtzblatt, K. (1997). *Contextual Design: Defining Customer-Centered Systems*. Elsevier.

Konopinski, S. (2019). "Process Document 5: Drive Guidelines." Dewpoint Consulting.

APPENDIX

A. Example weeding schedule

ITEMIZED NAME	DATE	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	WEEK 7	WEEK 8	WEEK 9	WEEK 10	WEEK 11	WEEK 12	WEEK 13	WEEK 14	WEEK 15	WEEK 16	WEEK 17	WEEK 18	WEEK 19	WEEK 20	WEEK 21	WEEK 22	WEEK 23	WEEK 24	WEEK 25	WEEK 26	WEEK 27	WEEK 28	WEEK 29	WEEK 30	WEEK 31	WEEK 32	WEEK 33	WEEK 34	WEEK 35	WEEK 36	WEEK 37	WEEK 38	WEEK 39	WEEK 40	WEEK 41	WEEK 42	WEEK 43	WEEK 44	WEEK 45	WEEK 46	WEEK 47	WEEK 48	WEEK 49	WEEK 50	WEEK 51	WEEK 52	WEEK 53	WEEK 54	WEEK 55	WEEK 56	WEEK 57	WEEK 58	WEEK 59	WEEK 60	WEEK 61	WEEK 62	WEEK 63	WEEK 64	WEEK 65	WEEK 66	WEEK 67	WEEK 68	WEEK 69	WEEK 70	WEEK 71	WEEK 72	WEEK 73	WEEK 74	WEEK 75	WEEK 76	WEEK 77	WEEK 78	WEEK 79	WEEK 80	WEEK 81	WEEK 82	WEEK 83	WEEK 84	WEEK 85	WEEK 86	WEEK 87	WEEK 88	WEEK 89	WEEK 90	WEEK 91	WEEK 92	WEEK 93	WEEK 94	WEEK 95	WEEK 96	WEEK 97	WEEK 98	WEEK 99	WEEK 100	WEEK 101	WEEK 102	WEEK 103	WEEK 104	WEEK 105	WEEK 106	WEEK 107	WEEK 108	WEEK 109	WEEK 110	WEEK 111	WEEK 112	WEEK 113	WEEK 114	WEEK 115	WEEK 116	WEEK 117	WEEK 118	WEEK 119	WEEK 120	WEEK 121	WEEK 122	WEEK 123	WEEK 124	WEEK 125	WEEK 126	WEEK 127	WEEK 128	WEEK 129	WEEK 130	WEEK 131	WEEK 132	WEEK 133	WEEK 134	WEEK 135	WEEK 136	WEEK 137	WEEK 138	WEEK 139	WEEK 140	WEEK 141	WEEK 142	WEEK 143	WEEK 144	WEEK 145	WEEK 146	WEEK 147	WEEK 148	WEEK 149	WEEK 150	WEEK 151	WEEK 152	WEEK 153	WEEK 154	WEEK 155	WEEK 156	WEEK 157	WEEK 158	WEEK 159	WEEK 160	WEEK 161	WEEK 162	WEEK 163	WEEK 164	WEEK 165	WEEK 166	WEEK 167	WEEK 168	WEEK 169	WEEK 170	WEEK 171	WEEK 172	WEEK 173	WEEK 174	WEEK 175	WEEK 176	WEEK 177	WEEK 178	WEEK 179	WEEK 180	WEEK 181	WEEK 182	WEEK 183	WEEK 184	WEEK 185	WEEK 186	WEEK 187	WEEK 188	WEEK 189	WEEK 190	WEEK 191	WEEK 192	WEEK 193	WEEK 194	WEEK 195	WEEK 196	WEEK 197	WEEK 198	WEEK 199	WEEK 200	WEEK 201	WEEK 202	WEEK 203	WEEK 204	WEEK 205	WEEK 206	WEEK 207	WEEK 208	WEEK 209	WEEK 210	WEEK 211	WEEK 212	WEEK 213	WEEK 214	WEEK 215	WEEK 216	WEEK 217	WEEK 218	WEEK 219	WEEK 220	WEEK 221	WEEK 222	WEEK 223	WEEK 224	WEEK 225	WEEK 226	WEEK 227	WEEK 228	WEEK 229	WEEK 230	WEEK 231	WEEK 232	WEEK 233	WEEK 234	WEEK 235	WEEK 236	WEEK 237	WEEK 238	WEEK 239	WEEK 240	WEEK 241	WEEK 242	WEEK 243	WEEK 244	WEEK 245	WEEK 246	WEEK 247	WEEK 248	WEEK 249	WEEK 250	WEEK 251	WEEK 252	WEEK 253	WEEK 254	WEEK 255	WEEK 256	WEEK 257	WEEK 258	WEEK 259	WEEK 260	WEEK 261	WEEK 262	WEEK 263	WEEK 264	WEEK 265	WEEK 266	WEEK 267	WEEK 268	WEEK 269	WEEK 270	WEEK 271	WEEK 272	WEEK 273	WEEK 274	WEEK 275	WEEK 276	WEEK 277	WEEK 278	WEEK 279	WEEK 280	WEEK 281	WEEK 282	WEEK 283	WEEK 284	WEEK 285	WEEK 286	WEEK 287	WEEK 288	WEEK 289	WEEK 290	WEEK 291	WEEK 292	WEEK 293	WEEK 294	WEEK 295	WEEK 296	WEEK 297	WEEK 298	WEEK 299	WEEK 300	WEEK 301	WEEK 302	WEEK 303	WEEK 304	WEEK 305	WEEK 306	WEEK 307	WEEK 308	WEEK 309	WEEK 310	WEEK 311	WEEK 312	WEEK 313	WEEK 314	WEEK 315	WEEK 316	WEEK 317	WEEK 318	WEEK 319	WEEK 320	WEEK 321	WEEK 322	WEEK 323	WEEK 324	WEEK 325	WEEK 326	WEEK 327	WEEK 328	WEEK 329	WEEK 330	WEEK 331	WEEK 332	WEEK 333	WEEK 334	WEEK 335	WEEK 336	WEEK 337	WEEK 338	WEEK 339	WEEK 340	WEEK 341	WEEK 342	WEEK 343	WEEK 344	WEEK 345	WEEK 346	WEEK 347	WEEK 348	WEEK 349	WEEK 350	WEEK 351	WEEK 352	WEEK 353	WEEK 354	WEEK 355	WEEK 356	WEEK 357	WEEK 358	WEEK 359	WEEK 360	WEEK 361	WEEK 362	WEEK 363	WEEK 364	WEEK 365	WEEK 366	WEEK 367	WEEK 368	WEEK 369	WEEK 370	WEEK 371	WEEK 372	WEEK 373	WEEK 374	WEEK 375	WEEK 376	WEEK 377	WEEK 378	WEEK 379	WEEK 380	WEEK 381	WEEK 382	WEEK 383	WEEK 384	WEEK 385	WEEK 386	WEEK 387	WEEK 388	WEEK 389	WEEK 390	WEEK 391	WEEK 392	WEEK 393	WEEK 394	WEEK 395	WEEK 396	WEEK 397	WEEK 398	WEEK 399	WEEK 400	WEEK 401	WEEK 402	WEEK 403	WEEK 404	WEEK 405	WEEK 406	WEEK 407	WEEK 408	WEEK 409	WEEK 410	WEEK 411	WEEK 412	WEEK 413	WEEK 414	WEEK 415	WEEK 416	WEEK 417	WEEK 418	WEEK 419	WEEK 420	WEEK 421	WEEK 422	WEEK 423	WEEK 424	WEEK 425	WEEK 426	WEEK 427	WEEK 428	WEEK 429	WEEK 430	WEEK 431	WEEK 432	WEEK 433	WEEK 434	WEEK 435	WEEK 436	WEEK 437	WEEK 438	WEEK 439	WEEK 440	WEEK 441	WEEK 442	WEEK 443	WEEK 444	WEEK 445	WEEK 446	WEEK 447	WEEK 448	WEEK 449	WEEK 450	WEEK 451	WEEK 452	WEEK 453	WEEK 454	WEEK 455	WEEK 456	WEEK 457	WEEK 458	WEEK 459	WEEK 460	WEEK 461	WEEK 462	WEEK 463	WEEK 464	WEEK 465	WEEK 466	WEEK 467	WEEK 468	WEEK 469	WEEK 470	WEEK 471	WEEK 472	WEEK 473	WEEK 474	WEEK 475	WEEK 476	WEEK 477	WEEK 478	WEEK 479	WEEK 480	WEEK 481	WEEK 482	WEEK 483	WEEK 484	WEEK 485	WEEK 486	WEEK 487	WEEK 488	WEEK 489	WEEK 490	WEEK 491	WEEK 492	WEEK 493	WEEK 494	WEEK 495	WEEK 496	WEEK 497	WEEK 498	WEEK 499	WEEK 500	WEEK 501	WEEK 502	WEEK 503	WEEK 504	WEEK 505	WEEK 506	WEEK 507	WEEK 508	WEEK 509	WEEK 510	WEEK 511	WEEK 512	WEEK 513	WEEK 514	WEEK 515	WEEK 516	WEEK 517	WEEK 518	WEEK 519	WEEK 520	WEEK 521	WEEK 522	WEEK 523	WEEK 524	WEEK 525	WEEK 526	WEEK 527	WEEK 528	WEEK 529	WEEK 530	WEEK 531	WEEK 532	WEEK 533	WEEK 534	WEEK 535	WEEK 536	WEEK 537	WEEK 538	WEEK 539	WEEK 540	WEEK 541	WEEK 542	WEEK 543	WEEK 544	WEEK 545	WEEK 546	WEEK 547	WEEK 548	WEEK 549	WEEK 550	WEEK 551	WEEK 552	WEEK 553	WEEK 554	WEEK 555	WEEK 556	WEEK 557	WEEK 558	WEEK 559	WEEK 560	WEEK 561	WEEK 562	WEEK 563	WEEK 564	WEEK 565	WEEK 566	WEEK 567	WEEK 568	WEEK 569	WEEK 570	WEEK 571	WEEK 572	WEEK 573	WEEK 574	WEEK 575	WEEK 576	WEEK 577	WEEK 578	WEEK 579	WEEK 580	WEEK 581	WEEK 582	WEEK 583	WEEK 584	WEEK 585	WEEK 586	WEEK 587	WEEK 588	WEEK 589	WEEK 590	WEEK 591	WEEK 592	WEEK 593	WEEK 594	WEEK 595	WEEK 596	WEEK 597	WEEK 598	WEEK 599	WEEK 600	WEEK 601	WEEK 602	WEEK 603	WEEK 604	WEEK 605	WEEK 606	WEEK 607	WEEK 608	WEEK 609	WEEK 610	WEEK 611	WEEK 612	WEEK 613	WEEK 614	WEEK 615	WEEK 616	WEEK 617	WEEK 618	WEEK 619	WEEK 620	WEEK 621	WEEK 622	WEEK 623	WEEK 624	WEEK 625	WEEK 626	WEEK 627	WEEK 628	WEEK 629	WEEK 630	WEEK 631	WEEK 632	WEEK 633	WEEK 634	WEEK 635	WEEK 636	WEEK 637	WEEK 638	WEEK 639	WEEK 640	WEEK 641	WEEK 642	WEEK 643	WEEK 644	WEEK 645	WEEK 646	WEEK 647	WEEK 648	WEEK 649	WEEK 650	WEEK 651	WEEK 652	WEEK 653	WEEK 654	WEEK 655	WEEK 656	WEEK 657	WEEK 658	WEEK 659	WEEK 660	WEEK 661	WEEK 662	WEEK 663	WEEK 664	WEEK 665	WEEK 666	WEEK 667	WEEK 668	WEEK 669	WEEK 670	WEEK 671	WEEK 672	WEEK 673	WEEK 674	WEEK 675	WEEK 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898	WEEK 899	WEEK 900	WEEK 901	WEEK 902	WEEK 903	WEEK 904	WEEK 905	WEEK 906	WEEK 907	WEEK 908	WEEK 909	WEEK 910	WEEK 911	WEEK 912	WEEK 913	WEEK 914	WEEK 915	WEEK 916	WEEK 917	WEEK 918	WEEK 919	WEEK 920	WEEK 921	WEEK 922	WEEK 923	WEEK 924	WEEK 925	WEEK 926	WEEK 927	WEEK 928	WEEK 929	WEEK 930	WEEK 931	WEEK 932	WEEK 933	WEEK 934	WEEK 935	WEEK 936	WEEK 937	WEEK 938	WEEK 939	WEEK 940	WEEK 941	WEEK 942	WEEK 943	WEEK 944	WEEK 945	WEEK 946	WEEK 947	WEEK 948	WEEK 949	WEEK 950	WEEK 951	WEEK 952	WEEK 953	WEEK 954	WEEK 955	WEEK 956	WEEK 957	WEEK 958	WEEK 959	WEEK 960	WEEK 961	WEEK 962	WEEK 963	WEEK 964	WEEK 965	WEEK 966	WEEK 967	WEEK 968	WEEK 969	WEEK 970	WEEK 971	WEEK 972	WEEK 973	WEEK 974	WEEK 975	WEEK 976	WEEK 977	WEEK 978	WEEK