

FY 2005/2006 Work Program

January 1, 2005 – June 30, 2006

Introduction

This document presents Clean Air Partners' FY 2005/2006 work program and budget to promote voluntary actions that will reduce the presence of poor air quality and protect public health from ozone and particulate matter exposure. The work program and budget covers an 18-month period from January 1, 2005 – June 30, 2006. In the past, the Clean Air Partners' annual work program and budget was based on a January-December fiscal year. This one-time 18-month work program and budget for FY 2005/2006 will put Clean Air Partners on a July-June fiscal year, consistent with state and local government fiscal years and funding cycles. This change will provide better coordination and integration of the planning and budgeting process with programs and services. Beginning in FY 2007, Clean Air Partners will be back on a 12-month fiscal year cycle (July-June).

Adoption by the membership allocates resources and a cash budget to each program area. The board of directors will authorize specific projects.

Background

Clean Air Partners is a not for-profit program governed by a board of directors. The Partners began as an informal organization in 1994 and were later chartered as a semi-independent formal organization by the Metropolitan Washington Council of Governments (COG) and the Baltimore Metropolitan Council (BMC) in 1997.

Clean Air Partners is the primary air quality public education program that serves Northern Virginia, the District of Columbia, and Central Maryland. The Partnership seeks to improve health and the quality of life in this region by educating the public to take voluntary action to reduce the incidence of poor air quality. In the past, the program focused on education and outreach related to ground-level ozone. Concerns regarding the nonattainment status and health effects of fine particles led the Board of Directors to change the focus of the program. In 2004, the Board agreed that Clean Air Partners would address air quality issues related to multiple pollutants that affect the Baltimore/Washington area, more specifically ground-level ozone and fine particles.

Member and Partners come from the public and private sector and from health and environmental advocacy organizations. Annually, representatives of the members elect the Board of Directors to guide Clean Air Partners' operations.

Historically, the partnership has funded its work with a mix of cash and in-kind services. Grants from the three state transportation agencies and COG provided the majority of these funds. Sponsorships, membership fees, and other grants provided the balance.

The Maryland Department of the Environment (MDE) provides forecasting and staff for the Air Quality Action Days program. The Baltimore Metropolitan Council coordinates the Baltimore area Air Quality Action Days program.

OVERVIEW OF FY 2005/2006 PROGRAM

Proposed FY 2005/2006 Work Program and Budget

In November 2004, Clean Air Partners adopted the 2005 calendar-year budget and work program. The Board subsequently decided to transition the organization to a July 1-June 30 fiscal year, consistent with state funding sources, and to adopt a new focus for the work program. In order to make the transition, the Clean Air Partners' budget is being revised to an 18-month budget and work program, from January 1, 2005 to June 30, 2006. The revised work plan also incorporates the new voluntary business emission reduction strategy.

The Clean Air Partners FY 2005/2006 work program is developed around seven major organizational elements: 1) Air Quality Action Days; 2) Air Quality Action Days – Business Emission Reductions Strategy; 3) Marketing and Public Relations; 4) Public Education; 5) Membership; 6) Measurement; 7) and Administration Leadership.

The projected costs of the 18-month work program for FY 2005/2006 is \$888,375. Grants from government agencies and COG provide \$668,000. Membership dues supply \$15,500. Project sponsorships and grants are budgeted to cover the entire cost of paid media and public education and outreach. Revenues from membership and sponsorship fees have steadily declined over the past several years; however, there will be a renewed emphasis to increase funding from these sources, as well as to identify and obtain federal and foundation grant funds.

Educating the public to take voluntary action, directly and through the Air Quality Action Days program, is the central purpose of the work program. It accounts for seventeen percent of spending. Six percent of expenditures are used to survey and measure program results; two percent goes to membership and recruiting fund raising programs. Thirty percent is spent on administrative support, thirty-eight percent on marketing and public relations, and three percent for public education.

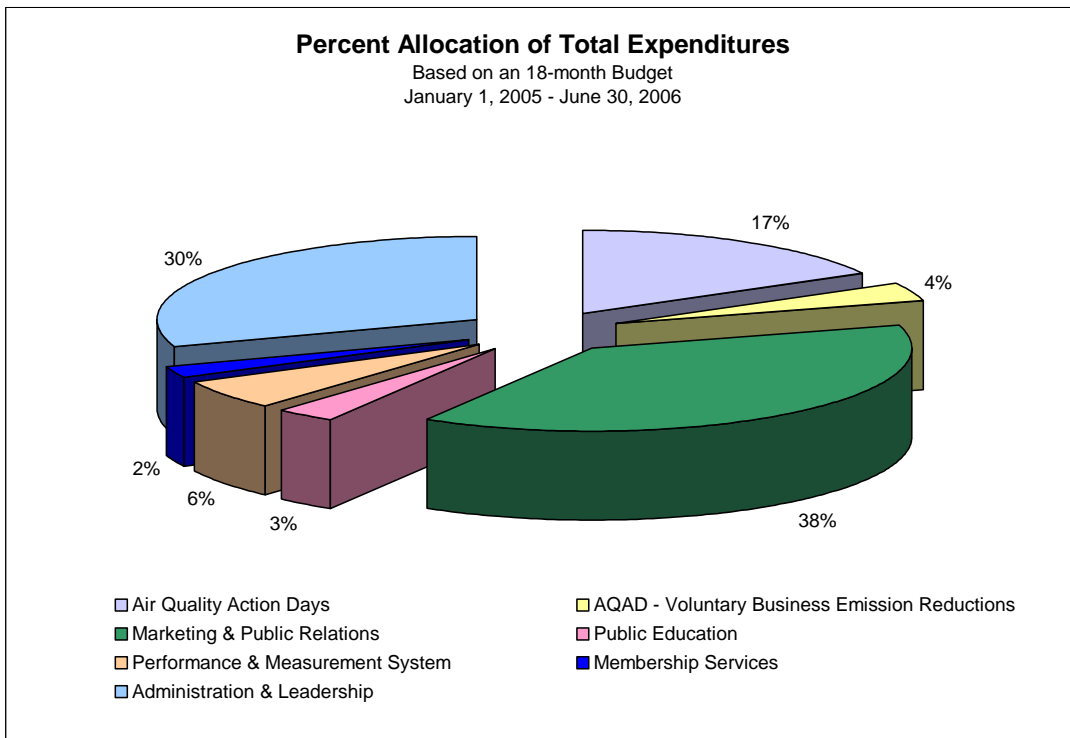
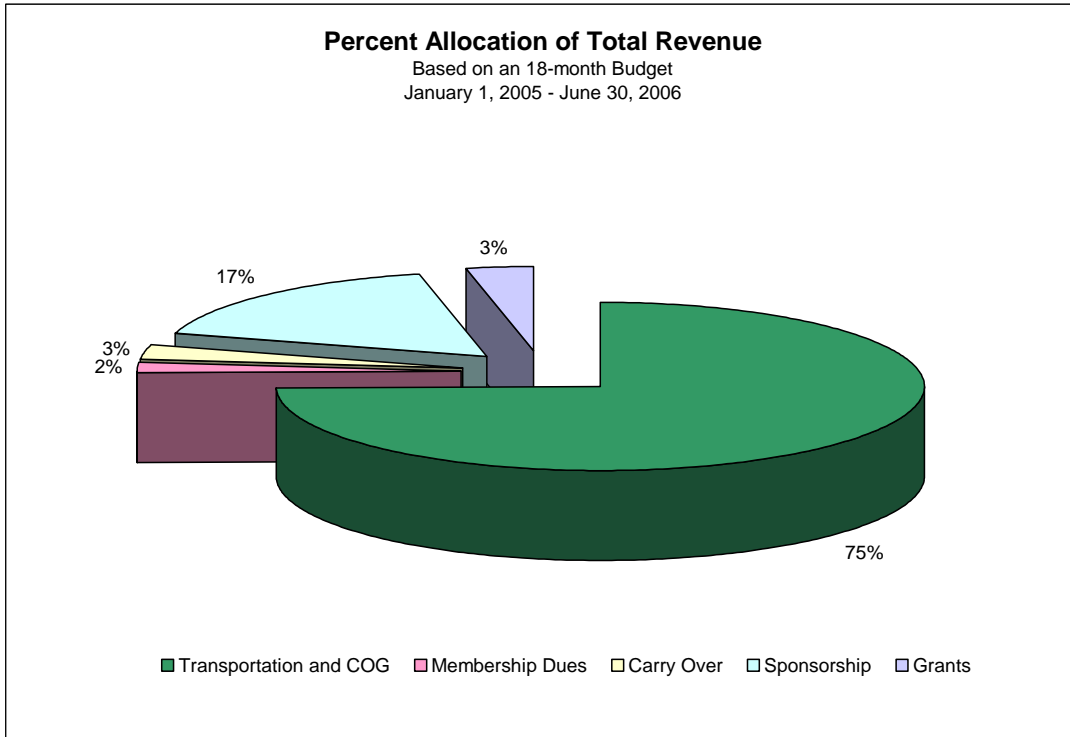
In FY 2006 Clean Air Partners will develop a new program aimed at targeting emission reductions from businesses in the Baltimore/Washington area. The Air Quality Action Days – Voluntary Business Emission Reductions Strategy will equal four percent of the total spending over the next 18-months.

MDE will continue to provide support for forecasting and Air Quality Action Days programs. BMC will operate the Baltimore Air Quality Action Days program and provide other administrative staff support for special events.

Sources and use of funds for FY 2005/2006 are shown in the figures on the following page.

OVERVIEW OF FY 2005/2006 PROGRAM

Source & Use of Funds



Goals and Objectives

The goals and objectives of the work program are as follows:

- Increase awareness of and further develop the outreach efforts around the public health aspects of ground level ozone and particle pollution;
- Develop a program and secure commitments from local business to reduce emissions on Air Quality Action Days;
- Develop a school curriculum and provide teacher training on particle pollution;
- Achieve sufficient and sustainable funding;
- Continue developing ways to interpret change in behavior;
- Develop a quality assurance program to measure effectiveness across all aspects of operations and outreach.

Program Execution

The overall program will be managed by the Board of Directors and administered by the Managing Director, with administrative staffing, financial reporting, auditing, contract management, and legal services provided by COG.

Results and Learning from the 2004 Program

Public Education: Clean Air Partners continued its formal contracting relationship with Pathways Communication headed by Shelia Lewin. The FY 2004 campaign coordinated public relations, paid media, and the web site to effectively deliver its messages. The campaign focused on the five areas of voluntary actions that will do the most to reduce episodes of unhealthy air due to ground-level ozone: refueling after dark, limiting use of gas powered lawn and garden equipment, and using transit, carpool, and telework. These targets, along with education to protect individual health, will remain the focus of educational messages for 2005.

The education campaign was largely common to both the Washington and Baltimore markets. It included two major components: 1) Wide distribution of ozone forecasts supported by an aggressive public relations campaign; and 2) Paid media.

The Code Red 2004 campaign aired radio, cable, and print ads that delivered approximately fifty percent reach over a six-week period. Sponsors contributed \$80,000 toward this project and \$25,000 was used from the operations budget.

Due to the regional weather patterns, there were no Code Red Days in 2004; hence, no episodic surveys were completed. Instead, the program implemented a member/partner needs assessment survey in November 2004. This survey was developed to capture information pertaining to immediate as well as ongoing needs of our constituents.

The Managing Director devoted significant time to reaching out to new partners and creating an avenue for grass roots efforts to educate school-aged children and those involved in elder care.

OVERVIEW OF FY 2005/2006 PROGRAM

Administrative Adjustments: A new Managing Director and marketing firm were hired in February 2005.

<u>Air Quality Action Days</u>	Cash Budget	Sponsor/ Grant Funds	Total Budget
	\$148,515	\$0	\$148,515

The Air Quality Action Days (AQAD) program is an effective way to encourage employers and their employees to take voluntary action to reduce pollution causing emissions. The AQAD program coordinators for Baltimore and Washington, plus a representative from MDE, form the project coordinating team. COG staff provides overall program and administrative support to the AQAD's program.

Commuter Connections provides valuable support to the program by helping to recruit new participants from the Washington area. The Rideshare organization in Maryland also helps recruit in the Baltimore area. The public education campaign has an objective to support the Air Quality Action Days program by creating a demand for joining it.

Forecasting is an integral part of the Air Quality Action Days program. Daily air quality forecasts are done by consensus among meteorologists at the University of Maryland, Maryland Department of the Environment, Virginia Department of Environmental Quality, and the Metropolitan Washington Council of Governments. The Maryland Department of the Environment and the Metropolitan Washington Council of Governments will support the Baltimore and Washington, D.C. forecast programs. This support is provided as an "in-kind" service and hence is not reflected in this budget.

<u>Project List</u>	Cash Budget	Sponsor/ Grant Funds	Total Budget
Program leadership - Washington	\$113,515	\$0	\$113,515
Program leadership - Baltimore	Paid By MDOT Performed by BMC		
Educational Materials	\$20,000	\$0	\$20,000
Air Quality Action Days Conference	\$15,000	\$0	\$15,000

Objectives

Several specific targets are set to track progress:

- The Air Quality Action Days coordinating team will present its plan for supporting participants' programs at the January board meeting.
- Plan and conduct kick-off events in 2005 and 2006.
- Reprint of existing material and development of any new material for use throughout the season.
- The database for Air Quality Action Days participants will be updated and maintained to accurately track participation and help quantify voluntary action. This will include the development of a new online database tool, which will be accessible to the AQAD team.

Timeline for Air Quality Action Days

Task	Description	Timeframe/Deadline	Responsible Party
Membership Database	The database for Air Quality Action Days participants will be updated and maintained to accurately track participation and help quantify voluntary action. This will include the development of the online database tool, which will be accessible to the AQAD team.	Ongoing	MD Department of the Environment, AQAD Team
Particle Pollution Messages	Develop health messages and actions for particle pollution.	February – May 2005	Marketing Committee, AQAD Team
Develop and Reprint Materials	Material needs will be determined in collaboration with the Marketing Committee. Materials will be available for the kickoff conference.	February – May 2005	Marketing Committee, AQAD Team
Annual Kick-Off Events	Plan and coordinate annual kick-off events to launch the Air Quality Action Day season.	February - May 2005 February-May 2006	AQAD Team
Revise the Website	Update the Clean Air Partners website with information on particle pollution. Revise as necessary.	May 2005	Marketing Committee
Redesign the Website	Redesign the Clean Air Partners website to make it more interactive and user-friendly.	June – December 2005	Marketing Committee
Clean Commute Month	Provide coordination and assistance to BMC's Clean Commute Month.	February –May 2005 February-May 2006	Managing Director

	Cash Budget	Sponsor Funds	Total Budget
<u>Marketing and Public Relations</u>	\$190,860	\$150,000	\$340,860

In 2004, campaign messages continued to focus on the voluntary changes that are most productive in reducing ozone formation and on individuals reducing their exposure to ground-level ozone. They included reduced driving, teleworking, postponing mowing, and refueling after dark on Air Quality Action Days.

In 2005, the media campaign will build on the past season's lessons and continue to look at other ways to market the message. Radio and print presence will increase. This will ensure that both the messages and visual branding reach the targeted segments of the population while providing support for the public relations effort.

The radio and television ads used in the 2004 campaign will continue to be used for 2005 with some minor adjustments to themes. This will promote continuity. Some new messages are planned for 2005 to include particulate matter. There are plans to meet and/or surpass press attention, depth of content, and audience-reach.

<u>Project List</u>	Cash Budget	Sponsor Funds	Total Budget
Marketing agency support	\$22,500	\$0	\$22,500
Produce and air radio and TV spots	\$132,000	\$150,000	\$282,000
Public relations campaign - Baltimore	\$15,000	\$0	\$15,000
Sponsorship Recruitment - DC	\$15,000	\$0	\$15,000
Web site design and operation	\$3,000	\$0	\$3,000
Media clips	\$3,360	\$0	\$3,360

Objectives

- Continue to grow awareness and acceptance of the ozone and particle pollution messages and the Code Red and Clean Air Partners' brands.
- The advertising strategy will still focus on radio over any other medium.

Timeline for Marketing and Public Relations

Task	Description	Timeframe/Deadline	Responsible Party
Sponsorship Recruitment	Recruit sponsors and secure commitments for the 2005 and 2006 media campaign.	February – May 2005 February – May 2006	Managing Director, Marketing Consultant
Media	Meet with the media to discuss the upcoming season.	April – May 2005 April – May 2006	Managing Director, Marketing Consultant
Develop Materials	Material needs will be determined by the Marketing Committee. Includes print, television, and radio materials for ozone and particles.	As needed	Marketing Consultant, Marketing Committee
Media Buy	Secure airtime for radio and television ads.	February – June 2005 February – June 2006	Marketing Consultant
Media Clips	Provide media clips throughout the season.	May – September 2005 May– June 2006	Marketing Consultant
Grant Funding	Secure grants for special projects as needed.	Ongoing	Managing Director

	Cash Budget	Sponsor Funds	Total Budget
<u>Air Quality Action Days – Voluntary Business Emission Reduction Strategy</u>	\$31,000	\$0	\$31,000

Clean Air Partners will develop a new program component to target emission reductions from various area sources in the Baltimore/Washington region. The purpose of this strategy is to secure commitments from local businesses to reduce their pollution causing emissions on forecasted Code Red Air Quality Action Days. The results will “shave the peak” concentrations therefore limiting the number of Code Red Action Days. Methods will be developed to quantify the total emission reductions and track the effects on forecasted Code Red Days.

<u>Project List</u>	Cash Budget	Sponsor Funds	Total Budget
Baltimore/Washington Voluntary Emission Reduction Strategy	\$15,000	\$0	\$15,000
Educational Materials	\$16,000	\$0	\$16,000

Objectives

To reduce the number of Code Red Air Quality Action Days with the help of emission reductions from local businesses in the Baltimore/Washington region.

Specific targets are set to track progress:

- Draft a white paper to show the credibility of forecasting Code Red Days.
- Develop a list of targeted industries and emission reduction measures.
- Develop a package of new materials.
- Secure commitments from local business to reduce emissions on Code Red Air Quality Action Days.
- Track emission reductions and how they effect peak concentrations on Code Red Air Quality Action Days.

Timeline for Air Quality Action Days – Voluntary Business Emission Reduction Strategy

Task	Description	Timeframe/Deadline	Responsible Party
Revise 2005 Work Program	Revise the work program to include the AQAD Voluntary Emission Reduction task.	February – March 2005	Staff, Managing Director
White Paper	Paper discussing the ability to forecast peak pollutant concentrations.	May 2005	MD Department of the Environment
Proposed Industries	Develop a list of proposed industries to target for AQAD emission reductions.	June 2005	Technical Committee
List of Emission Reduction Measures	Develop a list of emission reduction measures to be used on AQADs. Quantify emission reductions for each measure.	June - September 2005	Technical Committee
Develop a List of Companies for AQAD Voluntary Emission Reduction Concept	Contact list of businesses and employers in the Baltimore and Washington regions.	June - September 2005	Managing Director
Final List of Companies	Includes contact information for business that will be approached for the AQAD voluntary emission reduction concept.	September 2005	Technical Committee
Develop Materials	Material needs will be determined by the Marketing Committee.	October - December 2005	Marketing Committee
Pitch the AQAD Voluntary Emission Reduction Concept to Businesses	Meet with management to explain the AQAD Voluntary Emission Reduction concept.	December 2005 – June 2006	Managing Director
Business Commitments	Secure written commitments from management to adopt voluntary emission reduction policies on AQADs.	December 2005 – June 2006	Managing Director

	Cash Budget	Sponsor Funds	Total Budget
<u>Public Education</u>	\$30,000	\$0	\$30,000

Educating and alerting the public to take voluntary actions continue to be an important goal for the 2005 work program. The primary objective is to promote easy and effective voluntary actions that individuals can take to reduce production of and exposure to ground-level ozone and particle pollution.

The public education campaign in FY 2005 is projected to deliver the Clean Air Partners' message as much as possible to a broader audience with emphasis on specifically targeted segments of the population: caregivers of children and other sensitive groups. The public education campaign will not only include marketing and paid media but it will also involve the development of more formalized education, training, and outreach, including the following:

Particle Pollution Curriculum and Teacher Training

A school curriculum and teacher training, focusing on particle pollution, will be developed with the aide of the Virginia Department of Environmental Quality and the Clean Air Partners Marketing Committee. This initiative will be funded through a supplemental environmental project grant and initially target three Northern Virginia school jurisdictions.

<u>Project List</u>	Cash Budget	Sponsor Funds	Total Budget
Particle Pollution Curriculum	\$15,000	\$0	\$15,000
Teacher Training Workshops	\$15,000	\$0	\$15,000

Objectives

- Develop new particle pollution curriculum and conduct teacher training.

Timeline for Public Education

Task	Description	Timeframe/Deadline	Responsible Party
Particle Pollution Messages	Develop health messages and actions for particle pollution.	February – May 2005	Marketing Committee, AQAD Team
Develop Curriculum	Develop particle pollution curriculum and print final version.	June 2005– January 2006	Marketing Committee
Schedule Training Sessions	Schedule teacher training sessions in the City of Alexandria and Arlington and Fairfax Counties.	August 2005	Staff, VA Department of Environmental Quality
Teacher Training Sessions	Hold teacher training sessions. (Time frame may change based on teacher's schedules)	March – June 2006	Staff, VA Department of Environmental Quality

	Cash Budget	Sponsor Funds	Total Budget
<u>Performance Improvement/Measurement</u>	\$57,300	\$0	\$57,300

Clean Air Partners has performed surveys since 1994 to evaluate its success in educating the public about Code Red Days and the health effects of high ozone levels. In FY 2005/2006, Clean Air Partners will conduct a maximum of three episodic surveys. One of the best indicators of behavior change on Code Red Days is the episodic survey, which is administered on the evening of a forecasted Code Red Day. The episodic survey is used to determine if people are changing behavior in response to Clean Air Partners' messages. The survey results are also used to calculate emissions credit in state air quality implementation plans (SIPs).

Clean Air Partners has conducted five end-of-season surveys and seven episodic surveys since 1994. The survey results are useful for evaluating the Clean Air Partners' media and public education program.

Clean Air partners will develop a formal quality improvement program. The Executive Committee will identify the needs of the member participants and the public through the use of survey tools and focus groups. After the needs have been identified the Executive Committee with the Managing Director will develop action steps towards achieving the goals outlined.

<u>Project List</u>	Cash Budget	Sponsor Funds	Total Budget
Episodic Surveys (Max 3)	\$57,300	\$0	\$57,300

Objectives

- Evaluate the effectiveness of Code Red Days through episodic surveys.

Timeline for Performance Improvement and Measurement

Task	Description	Timeframe/Deadline	Responsible Party
VCU Contract	Renegotiate contract for episodic and end-of-season surveys.	March 2005	Staff
Episodic Surveys	Administer episodic surveys.	3 Code Red Days	VCU
Final Report	Prepare final report for surveys.	June/July 2006?	VCU

	Cash Budget	Sponsor Funds	Total Budget
<u>Membership Services</u>	\$14,500	\$0	\$14,500

Member fees and services will be restructured in 2005 to attract and retain the number of Partners, which have declining over the past several years. The new program, led by the Executive Committee with the Managing Director will seek the following desired outcomes:

- Build public image
- Retain current members
- Attract new members
- Develop promotional tools for attracting new members
- Build team cohesion and teamwork
- Improve active grassroots presence

The costs expended for recruitment efforts will fall under the membership component. An annual report will be produced to highlight the fiscal development of the organization as well as the program successes.

The annual meeting will continue in 2005. This forum allows the partners and participants to review the plans and the budget for the upcoming year, while also reviewing the highlights of the past season.

Special Projects

If funds permit, Clean Air Partners is interested in partnering with local governments to participate in mower and gas can exchange programs throughout the region. This activity will require an external funding source.

Objectives

- Plan and conduct annual meeting.
- Prepare annual report.
- Restructure membership fees and services and increase the number of Partners.
- Provide support to Clean Commute Month.
- Conduct special projects as approved by the Board.

<u>Project List</u>	Cash Budget	Sponsor Funds	Total Budget
Annual meeting and awards	\$5,000	\$0	\$5,000
Annual Report	\$2,000	\$0	\$2,000
Special Projects	\$7,500	\$0	\$7,500

Timeline for Membership Services

Task	Description	Timeframe/Deadline	Responsible Party
Membership Relations	Re-assess current members, levels of activity, and quantify voluntary actions.	Ongoing	Managing Director
Revised proposed membership levels	Based on the results of the membership survey, develop a revised list of membership categories.	March 2005	Managing Director
Develop a List of Targeted Companies for Membership	Contact list of businesses and employers in the Baltimore and Washington regions.	February – March 2005	Managing Director
Final Membership Levels	Gain comments and approval from the Executive Committee and Board.	March – April 2005	Managing Director
Develop Materials	Material needs will be determined by the Marketing Committee. Includes print, television, and radio materials for ozone and particles.	February – June 2005	Marketing Committee
Membership Recruitment	Recruit new businesses and existing Air Quality Action Day participants to join the Clean Air Partners program.	Ongoing	Managing Director
Local Government Recruitment	Recruit local governments to join the Clean Air Partners program.	Ongoing	Managing Director
Annual Meeting and Awards	Plan and coordinate the Annual Meeting and Awards.	March 2006*	Managing Director, Awards Committee
Special Projects	Support Clean Commute Month. If funds permit, partner with local governments to participate in mower and gas can exchange programs.	ongoing	Managing Director

*This will require a change of the by-laws.

<u>Administration and Leadership</u>	Cash Budget	Sponsor Funds	Total Budget
	\$266,200	\$0	\$266,200

The Clean Air Partners' work program is managed by the Managing Director. Program and administrative support are provided by the Metropolitan Washington Council of Governments. The Managing Director manages the work program, is responsible for fundraising, coordinates the Air Quality Action Days program in the Baltimore and Washington, D.C. regions, and coordinates marketing and outreach efforts with a marketing consultant.

The Council of Governments provides program and meeting support, manages grants and contracts, provides accounting and financial statements, and provides billing services, legal assistance, auditing, meeting space, and other administrative services.

<u>Project List</u>	Cash Budget	Sponsor Funds	Total Budget
Managing Director	\$120,000	\$0	\$120,000
COG Program Support/Administration	\$146,200	\$0	\$146,200

Objectives:

- Provide leadership and administrative support to Clean Air Partners.

Timeline for Administration and Leadership

Please refer to previous sections of the work program for specific timelines.

- **FY 2004 Work Program Sponsors**

MDOT

VDOT

DDOT

MWCOG

Baltimore Metropolitan Council

Comcast

Commuter Connections

Constellation Energy

DC Lottery

Maryland Department of the Environment

Montgomery County

Prince Georges County

PEPCO

WMATA

Washington Gas

**Clean Air Partners -- Proposed 2005/2006 18-Month Budget
January 1, 2005 - June 30, 2006**

REVENUE	12-Month 1/1/05-12/31/05 Budgeted	6-Month 1/1/06-6/30/06 Budgeted	Total 18-Month Budgeted
VDOT	\$108,000	\$54,000	\$162,000
MDOT	\$250,000	\$125,000	\$375,000
DDOT	\$54,000	\$27,000	\$81,000
COG	\$30,000	\$20,000	\$50,000
Membership Dues	\$10,000	\$5,500	\$15,500
Carry Over	\$21,875	\$0	\$21,875
Transfer	\$0	\$0	\$0
Conference	\$1,500	\$1,500	\$3,000
Sponsorship	\$100,000	\$50,000	\$150,000
Grants	\$15,000	\$15,000	\$30,000
TOTAL REVENUE	\$590,375	\$298,000	\$888,375
EXPENSES			
Air Quality Action Days			
Washington Air Quality Action Days Program	\$75,585	\$37,930	\$113,515
Educational Materials	\$15,000	\$5,000	\$20,000
Air Quality Action Days Conference	\$10,000	\$5,000	\$15,000
Total	\$100,585	\$47,930	\$148,515
Marketing and Public Relations			
Marketing Support	\$15,000	\$7,500	\$22,500
Paid Radio and TV	\$188,000	\$94,000	\$282,000
Sponsorship Recruitment - Washington/NVA	\$10,000	\$5,000	\$15,000
Public Relations - Baltimore	\$10,000	\$5,000	\$15,000
Web Site www.cleanairpartners.net	\$1,500	\$1,500	\$3,000
Media Clips	\$2,500	\$860	\$3,360
Total	\$227,000	\$113,860	\$340,860
Air Quality Action Day - Voluntary Business Emission Reduction Strategy			
Baltimore/Washington Voluntary Emission Reduction Strategy	\$10,000	\$5,000	\$15,000
Education Materials	\$10,000	\$6,000	\$16,000
Total	\$20,000	\$11,000	\$31,000
Public Education			
Day Care Activity Book	\$0	\$0	\$0
Early Childhood Ozone Action Days Curriculum Training	\$0	\$0	\$0
Special Projects	\$0	\$0	\$0
Bike to Work Week	\$0	\$0	\$0
Particle Pollution Curriculum	\$15,000	\$0	\$15,000
Particle Pollution Teacher Training	\$0	\$15,000	\$15,000
Total	\$15,000	\$15,000	\$30,000
Performance Improvement & Measurement System			
End of Season Survey	\$0	\$0	\$0
Episodic Surveys	\$38,300	\$19,000	\$57,300
Total	\$38,300	\$19,000	\$57,300
Membership Services			
Annual Meeting and Awards	\$5,000	\$0	\$5,000
Annual Report	\$2,000	\$0	\$2,000
OAD Employer Survey/Awards	\$0	\$0	\$0
Special Projects	\$5,000	\$2,500	\$7,500
Total	\$12,000	\$2,500	\$14,500
Administration and Leadership			
Managing Director and Clean Air Partners Office	\$80,000	\$40,000	\$120,000
COG Program Support and Administration	\$97,490	\$48,710	\$146,200
Total	\$177,490	\$88,710	\$266,200
TOTAL EXPENDITURES	\$590,375	\$298,000	\$888,375