

# Department of Children and Families

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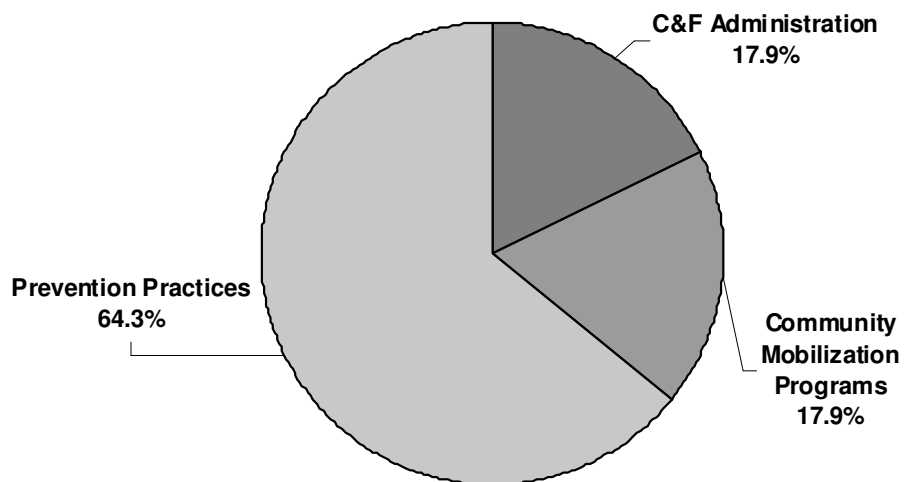
## Department Purpose

To connect, energize, and mobilize the community to increase and sustain its ability and effectiveness to promote the health and wellness of all Lane County's children and their families for the benefit of the whole community.

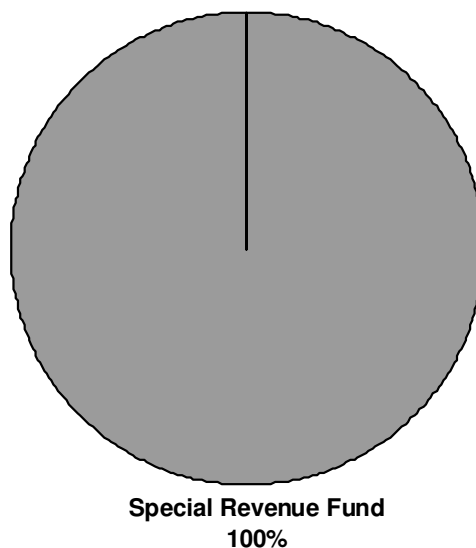
## Total Expenditures

\$2,799,001

### FY 10-11 Expenditures by Division



### FY 10-11 Budget by Fund



Alicia Hays, Director  
Children and Families  
682-7492

# Children and Families

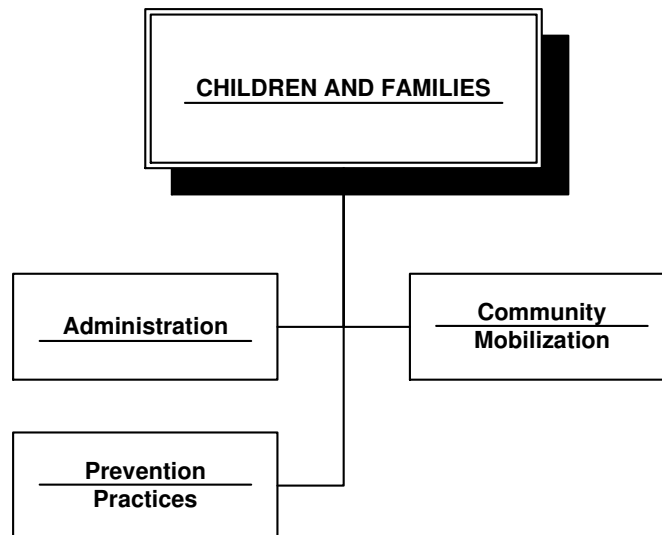
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## Department Overview

The Department of Children and Families (DCF) works in conjunction with the Lane County Commission on Children and Families (CCF), a 21-member volunteer advisory group appointed by the Board of County Commissioners. The Commission is charged by state statute to advise the Board of County Commissioners on children, youth and family policies, issues, needs and solutions; the Department provides staff support. CCF has five statutory functions: (1) Comprehensive community planning and implementation (leading strategically); (2) Policy development (shaping policy and law); (3) Community mobilization (organizing change); (4) Systems development (bringing services together); and, (5) Service delivery improvements (ensuring quality and accountability). The Commission provides a wealth and variety of expertise among its volunteer members (which include both professional and lay people, including youth), to help focus discussions, raise issues and brainstorm solutions. It is the employees at DCF who then bring these solutions to life.

DCF promotes prevention as a life-saving, cost-saving approach to supporting our community's children, youth and families. In addition to building awareness of and support for prevention strategies, which build a healthy community, the Department engages in a variety of community mobilization strategies. These include: 1) Promoting community collaborations to increase service effectiveness, efficiency and accountability; 2) Leveraging public and private resources to invest in prevention programs; 3) Advocacy and public awareness of issues affecting children, youth and families; 4) Inclusive community planning, collaboration and decision-making; and, 5) Networking, training and education.

DCF also funds prevention programs in the community such as Healthy Start, Relief Nurseries, school-based Family Resource Centers, Family Support and Connections, and Court Appointed Special Advocates (CASA). By maximizing partnerships between government, business, local private non-profits, the faith community and community members, we seek to build the vision set out in our community's comprehensive plan for our children, youth and families. The Department's annual budget is a mix of state and federal revenue and grant funds.



# Children and Families

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## **Department Goals & Objectives**

### *Goals:*

We will be successful when:

- 1) The Commission on Children and Families is widely recognized and sought out for its expertise, strong voice and influence on behalf of children and families in Lane County.
- 2) County government and its elected officers value and invest in prevention, and understand the benefits for children, youth, and families as well as the broader community.
- 3) We have increased funding and other in-kind resources in Lane County for prevention and other issues facing children, youth and families.
- 4) There is an increase in effective, collaborative, inclusive processes between government, private non-profit providers, schools, businesses and the community at large to change policy and create a seamless and comprehensive system of services and supports benefiting the diverse community of children, youth and families in Lane County.
- 5) We increase and prioritize the participation and effective contributions of diverse citizens in government and community collaborative processes.
- 6) Government and the systems of services and supports for children, youth and families are supported by the majority of the general public as effective, efficient and a good use of taxpayer dollars.

### *Objectives:*

We will make measurable progress on our three community-identified focus areas during fiscal year 2011:

- 1) Reduce Child Maltreatment for high risk families – Continue to increase capacity for Lane County's home-visiting continuum.
- 2) Increase quality childcare for 0-3 year olds – Continue to increase childcare slots throughout Lane County with an emphasis on infant/toddler slots and nontraditional hours.
- 3) Improve transitional services for moderate to severe psychiatrically impaired youth/young adults ages 16-24 – Continue to increase the community's capacity and competence in providing services for youth in transition from child to adult mental health services, emphasizing recovery and independence.

## **Key Accomplishments in FY 09-10**

- FY2010 DCF received General Funds from the Board of County Commissioners (BCC) to restore our resource development position to a full 1.0 FTE. The additional funding provided by the Board at that strategic time allowed the department to take advantage of many opportunities which have resulted in \$225,292 being raised between July 1, 2009 and December 31, 2009, to support our community. We anticipate raising at least \$175,000 in additional funding for our community between January 1, 2010 and June 30, 2010 with this position. In addition to generating dollars for prevention services (which otherwise would not come to Lane County), this position creates increased cost-savings through collaborations and systems change work to improve supports to families by facilitating the reconfiguration of services and shared resources among local providers.
- DCF continued its work with youth in transition from child to adult mental health services. Together with the Department of Human Services, Oregon Family Support Network and LaneCare, we have pieced together an evidence-based peer-to-peer support program that provides youth with a partner in this new and overwhelming transition.
- Partnering with CASA, United Way, the Human Services Commission and Pacific Continental Bank, DCF developed a training for local non-profits on resource sharing. Presenter Karen Ray and over 60 participants spent the morning looking at their agencies' needs and talents, and through an exercise of "speed dating," numerous small groups and partnerships were formed to further explore resource sharing opportunities.

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- Five rural Family Resource Centers have completed four years of the Ford Family Foundation Grant for expanded best practice and evidence-based parenting education to rural Lane County. The grant is focused on early childhood (0-8 years). All participants have been trained in several curricula including Make Parenting a Pleasure, Incredible Years, Parenting Now! and Strengthening Families. Families now have greater access to a variety of parenting education offerings in both Spanish and English in their own communities.
- The four year Education and Technical Assistance to End Violence against Women with Disabilities Grant will sunset on June 30, 2010. This grant has brought together community member consultant/advocates and service providers to address the needs of women with disabilities experiencing domestic/sexual violence. The seven partner agencies involved have engaged in cross training and agency capacity building efforts; these activities focused on both internal functioning and cross-agency relationships.
- The goal of staff development and training continued to be an important value for DCF in FY10. We continued to meet that goal by identifying and providing the opportunity for employees to attend trainings and development opportunities that are affordable and pertinent to the department and their agreed upon employment goals.
- DCF continued to bring diversity to the forefront with its employees. Diversity trainings, discussions, readings, movies, etc. were used to keep employees thinking and working on this vital issue. DCF also provided a training for its employees and service providers on micro-inequities, which helped individuals work with the public in a more respectful and inclusive manner. The focus of the training was to help individuals become allies to others who may be marginalized in certain settings.

### **Changes, Challenges & Opportunities for FY 10-11**

The Department of Children and Families resources are a mix of federal and state funds, grants and some county general funds. DCF's largest funding source is the Oregon Commission on Children and Families (OCCF), which currently is allocated in an even split of seven state general funding streams and seven federal pass-through funding streams.

For the 2009-2011 biennium, DCF received a 12%-13% reduction in revenue from OCCF in the major funding streams that are used to fund staff within the department. This will continue to be a challenge for the remainder of the 2009-2011 biennium as last fiscal year, DCF reduced staff by three full-time positions. That reduction continues to present ongoing pressure on current staff with heavier workloads and the possibility of another reduction on the horizon, the exact amount of which is unknown at this time.

Our prevention programs are continuing to deal with reductions in their funding from the 2009-2011 state budget reduction with the possibility of further cuts in year two of the biennium. Healthy Start received a large reduction in its year one funding and still has not received notification of its second year allocation amount. This makes planning for services a challenge.

DCF received \$100,000 in county general funds in FY2010 from the BCC to help with the reductions to programs in our OCCF budget for 2009-2011. The funds were distributed between programs supported by DCF at a time when the State of Oregon was struggling and the needs of Lane County's citizens were increasing. The BCC helped our most vulnerable populations by assisting us to get more funds out to Healthy Start programs, Family Resource Centers, Family Support & Connections, Runaway/Homeless Youth, and CASA, and increase supports and services for moderate to severely psychiatrically impaired youth age 16-24. Since our reductions from the state were for the 2009-2011 biennium, they are ongoing through FY2011. We have been asked to submit a budget reduction package for the \$100,000 this year. The loss of this funding will impact the above mentioned programs as follows: The Runaway/Homeless Program will be unable to connect 24 of the approximately 106 youth it could have served, ages 11-17, with any supports or services; Healthy Start will be unable to employ 1.0 FTE Family Support Worker to

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provide 17 first time, high risk families with home visiting services; and 9 Family Resource Centers that support over 5,000 children, youth and families each year, will be unable to help around 800 of those individuals.

DCF will receive \$7,000 from the Ford Family Foundation for a fifth year of activities focusing on the South Lane and Oakridge FRCs. These two FRCs will continue work on expanded best practice and evidence-based parenting education to rural Lane County. The grant is focused on early childhood (0-8 years). All participants will be trained in several evidence-based curricula including Make Parenting a Pleasure, Incredible Years, Parenting Now! and Strengthening Families. Families will have greater access to a variety of parenting education offerings in both Spanish and English in their own communities.

With our strategic resource development position fully funded at 1.0 FTE, we anticipate being able to raise \$400,000 in funding for our community, as well as increased cost-savings through collaborations and systems change work to improve supports to families by facilitating the reconfiguration of services and shared resources among local providers.

Work with youth in transition with mental health needs will continue. The evidence-based peer support program that has been developed locally has been attracting attention from the State Department of Health and Human Services, Division of Addictions and Mental Health (AMH). We will be incorporating this smaller project into a larger pilot supported by blended funds from LaneCare and DCF that will provide more intensive case management and independent living support to Youth In Transition. We hope to attract some additional funding from AMH for these collaborative projects and will also be pursuing private foundations interested in supporting youth with mental health needs towards independence.

NPC Research of Portland has been the chief evaluator for the Healthy Start/Healthy Families (HS/HF) Program for many years. NPC applied for a large federal research grant from the Administration for Children and Families to conduct a randomized-controlled study of HS/HF. Eight counties were written into the grant including Lane County. NPC was awarded the grant and started work in February, 2010. The project will continue for 5 years and is designed to do three things:

1. To document (“prove”) whether HS/HF is really effective at preventing child maltreatment in the most scientifically rigorous way possible.
2. To do the first ever cost-benefit study of the savings related to preventing maltreatment that can be attributed to HS/HF.
3. To build a tool for other child abuse prevention programs to use to study cost-benefits.

DCF continues to be recognized as a valuable resource for the community, facilitating collaborative partnerships, coordinating services, improving measurement and evaluation, instigating resource sharing, and leveraging resources. The needs in our community for children, youth and families are great, and far exceed the available resources. DCF will continue to focus our resources on meeting these needs and expanding our influence within our local community, targeting the three focus areas identified in our community planning process.

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### **Performance Management**

DCF collects data on funding and in-kind resources that have been leveraged for prevention programs and Community Mobilization strategies by both DCF staff and its subcontractors. This measure is required by the Oregon Commission on Children & Families and is defined as: “Leveraged resources are those monetary and non-monetary (i.e., in-kind or volunteer hours) supports that either: a) exist due to a compelling influence by CCF resources or b) document necessary programmatic match requirements.”

In the first six months of FY 09-10, DCF appears to be on track to meet targets in both volunteer hours and funds leveraged. During FY 08-09, several of our projects resulted in higher than anticipated leveraging in both monetary resources and number of volunteer hours. Given the levels of monetary and volunteer hour supports leveraged over the past 3 fiscal years, combined with the restoration of .5 FTE of strategic development support from County general funds, DCF raised the targets for both of these measures. We will be closely monitoring the impact of budget and economic challenges experienced by funding sources over the upcoming Fiscal Year.

<b>DEPARTMENT PERFORMANCE MEASURES</b>						
<b>Performance Measures</b>	<b>2006-07 Actual</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2008-09 Target</b>	<b>Comment</b>	<b>2009-10 Target</b>
Leveraged monetary resources for prevention activities (dollars)	\$2,094,744	\$1,503,196	\$1,530,828	\$900,000	Far Exceeds Target	\$1,000,000
Leveraged non-monetary resources for prevention activities (volunteer hours)	19,961	24,817	33,932	15,000	Far Exceeds Target	27,500

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<b>DEPARTMENT FINANCIAL SUMMARY</b>						
	<b>FY 07-08</b>	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>\$ Chng</b>	<b>% Chng</b>
	<b>Actual</b>	<b>Actual</b>	<b>Curr Bgt</b>	<b>Proposed</b>	<b>Fr Curr</b>	<b>Fr Curr</b>
<b>RESOURCES:</b>						
Federal Revenues	267,401	216,923	241,100	0	(241,100)	-100.00%
State Revenues	3,089,968	2,391,647	2,234,688	2,362,648	127,960	5.73%
Local Revenues	64,250	50,345	0	25,000	25,000	100.00%
Fees and Charges	4,937	2,163	2,000	0	(2,000)	-100.00%
Administrative Charges	500	0	0	0	0	0.00%
Interest Earnings	8,178	20,823	12,350	1,500	(10,850)	-87.85%
<b>Total Revenue</b>	<b>3,435,234</b>	<b>2,681,901</b>	<b>2,490,138</b>	<b>2,389,148</b>	<b>(100,990)</b>	<b>-4.06%</b>
Resource Carryover	264,671	508,460	226,189	284,253	58,064	25.67%
Fund Transfers In	67,857	60,558	203,710	125,600	(78,110)	-38.34%
<b>TOTAL RESOURCES</b>	<b>3,767,761</b>	<b>3,250,919</b>	<b>2,920,037</b>	<b>2,799,001</b>	<b>(121,036)</b>	<b>-4.15%</b>
<b>EXPENDITURES:</b>						
Personnel Services	702,917	779,947	629,656	645,791	16,135	2.56%
Materials and Services	1,956,837	2,245,082	2,290,381	2,153,210	(137,171)	-5.99%
Fiscal Transactions	3,288	0	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>2,663,042</b>	<b>3,025,029</b>	<b>2,920,037</b>	<b>2,799,001</b>	<b>(121,036)</b>	<b>-4.15%</b>
<b>Total FTE</b>	<b>10.50</b>	<b>9.02</b>	<b>5.90</b>	<b>5.85</b>	<b>(0.05)</b>	<b>-0.85%</b>
<b>EXPENDITURES BY FUND</b>						
Special Revenue Fund	2,663,042	3,025,029	2,920,037	2,799,001	(121,036)	-4.15%
<b>TOTAL FUNDS</b>	<b>2,663,042</b>	<b>3,025,029</b>	<b>2,920,037</b>	<b>2,799,001</b>	<b>(121,036)</b>	<b>-4.15%</b>

<b>DEPARTMENT FINANCIAL SUMMARY BY PROGRAM</b>						
	<b>FY 07-08</b>	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>\$ Chng</b>	<b>% Chng</b>
	<b>Actual</b>	<b>Actual</b>	<b>Curr Bgt</b>	<b>Proposed</b>	<b>Fr Curr</b>	<b>Fr Curr</b>
<b>PROGRAMS</b>						
C & F Administration	343,082	371,298	573,534	461,473	(112,061)	-19.54%
Community Mobilization	316,539	316,275	305,183	328,149	22,966	7.53%
Strategic Development	280,385	171,077	142,958	164,606	21,648	15.14%
ED TA WWD Grant	124,581	155,378	235,539	0	(235,539)	-100.00%
Runaway & Homeless Youth	19,381	94,356	54,614	57,000	2,386	4.37%
Healthy Start	323,007	894,026	199,925	162,000	(37,925)	-18.97%
Prevention Practices	1,256,067	1,022,619	1,408,284	1,625,773	217,489	15.44%
<b>TOTAL EXPENDITURES</b>	<b>2,663,042</b>	<b>3,025,029</b>	<b>2,920,037</b>	<b>2,799,001</b>	<b>(121,036)</b>	<b>-4.15%</b>

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DEPARTMENT REVENUE SUMMARY						
REVENUE ACCOUNTS	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Curr Bgt	FY 10-11 Proposed	\$ Chng Fr Curr	% Chng Fr Curr
Health & Human Services	174,053	59,152	5,561	0	(5,561)	-100.00%
Department Of Justice	93,348	157,771	235,539	0	(235,539)	-100.00%
<b>FEDERAL REVENUES</b>	<b>267,401</b>	<b>216,923</b>	<b>241,100</b>	<b>0</b>	<b>(241,100)</b>	<b>-100.00%</b>
Child Care & Dev. Block Grant	117,109	151,897	126,119	0	(126,119)	-100.00%
Crisis Nursery	288,327	180,955	249,032	0	(249,032)	-100.00%
Family Preservation	88,717	115,728	80,939	79,479	(1,460)	-1.80%
Title XIX	157,192	151,546	72,526	143,714	71,188	98.16%
Youth Involvement	252,527	348,830	255,034	624,914	369,880	145.03%
CASA	120,750	76,717	70,341	79,120	8,779	12.48%
Comm On Children & Families	374,246	185,345	232,184	248,662	16,478	7.10%
Crisis Nursery Development	272,322	259,525	237,955	274,162	36,207	15.22%
Great Start	111,063	88,028	80,707	80,962	255	0.32%
Healthy Start	1,124,892	700,026	691,154	655,481	(35,673)	-5.16%
Juvenile Services	0	0	0	34,792	34,792	100.00%
SRI	163,107	36,812	84,084	84,362	278	0.33%
Misc - State Revenue	19,716	96,238	54,613	57,000	2,387	4.37%
<b>STATE GRANT REVENUES</b>	<b>3,089,968</b>	<b>2,391,647</b>	<b>2,234,688</b>	<b>2,362,648</b>	<b>127,960</b>	<b>5.73%</b>
Miscellaneous Cities	1,800	0	0	0	0	0.00%
Other Local	62,450	50,345	0	25,000	25,000	100.00%
<b>LOCAL REVENUES</b>	<b>64,250</b>	<b>50,345</b>	<b>0</b>	<b>25,000</b>	<b>25,000</b>	<b>100.00%</b>
Private Donations	0	15	0	0	0	0.00%
Refunds & Reimbursements	4,937	2,148	2,000	0	(2,000)	-100.00%
<b>FEES AND CHARGES</b>	<b>4,937</b>	<b>2,163</b>	<b>2,000</b>	<b>0</b>	<b>(2,000)</b>	<b>-100.00%</b>
Departmental Administration	500	0	0	0	0	0.00%
<b>ADMINISTRATIVE CHARGES</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Investment Earnings	8,177	20,823	12,350	1,500	(10,850)	-87.85%
<b>INTEREST EARNINGS</b>	<b>8,177</b>	<b>20,823</b>	<b>12,350</b>	<b>1,500</b>	<b>(10,850)</b>	<b>-87.85%</b>
Fund Balance	264,670	508,460	226,189	284,253	58,064	25.67%
Transfer Fr General Fund	67,857	54,620	203,710	125,600	(78,110)	-38.34%
Transfer Fr Int Svc Fnds	0	5,938	0	0	0	0.00%
<b>FISCAL TRANSACTIONS</b>	<b>332,527</b>	<b>569,018</b>	<b>429,899</b>	<b>409,853</b>	<b>(20,046)</b>	<b>-4.66%</b>
<b>TOTAL RESOURCES</b>	<b>3,767,761</b>	<b>3,250,919</b>	<b>2,920,037</b>	<b>2,799,001</b>	<b>(121,036)</b>	<b>-4.15%</b>

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<b>DEPARTMENT EXPENSE SUMMARY</b>						
<b>EXPENDITURE ACCOUNTS</b>	<b>FY 07-08 Actual</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Curr Bgt</b>	<b>FY 10-11 Proposed</b>	<b>\$ Chng Fr Curr</b>	<b>% Chng Fr Curr</b>
Permanent Operating Salaries	394,269	449,898	383,835	374,664	(9,171)	-2.39%
Extra Help	29,804	18,329	2,496	6,216	3,720	149.04%
Reduction Unfunded Vac Liab	7,241	4,221	6,230	8,894	2,664	42.76%
Compensatory Time	1,665	0	0	0	0	0.00%
Risk Management Benefits	3	0	0	0	0	0.00%
Social Security Expense	26,354	29,170	22,512	24,169	1,657	7.36%
Medicare Insurance Expense	6,163	6,822	5,270	5,647	377	7.15%
Unemployment Insurance (State)	4,377	4,363	2,789	2,841	52	1.86%
Workers Comp	1,442	1,684	1,092	1,177	85	7.78%
Disability Insurance - Long Term	3,086	3,448	3,605	3,077	(528)	-14.65%
PERS - OPSRP Employer rate	49,080	52,042	32,433	42,877	10,444	32.20%
PERS Bond	24,308	22,754	29,254	24,931	(4,323)	-14.78%
PERS - 6% Pickup	24,380	27,256	21,648	23,007	1,359	6.28%
Health Insurance	95,542	120,020	88,392	95,297	6,905	7.81%
Dental Insurance	8,963	10,300	6,864	8,024	1,160	16.90%
Vision Insurance	1,772	2,641	1,782	2,142	360	20.20%
EE Assistance Pgm - IBH	497	545	359	612	253	70.47%
Life Insurance	1,322	1,600	1,152	1,152	0	0.00%
Flexible Spending	72	131	73	72	(1)	-1.37%
Disability Insurance - Short Term	189	207	148	144	(4)	-2.70%
Defer. Comp Employer Contrib.	1,350	1,769	1,992	2,118	126	6.33%
Retiree Medical	21,038	22,749	17,730	18,730	1,000	5.64%
<b>PERSONNEL SERVICES</b>	<b>702,917</b>	<b>779,948</b>	<b>629,656</b>	<b>645,791</b>	<b>16,135</b>	<b>2.56%</b>
Professional & Consulting	18,416	25,812	58,768	183,377	124,609	212.04%
Intergovernmental Agreements	264,095	407,862	448,382	147,437	(300,945)	-67.12%
Agency Payments	1,429,800	1,591,401	1,520,145	1,644,612	124,467	8.19%
Family Support Services	2,291	6,650	8,900	200	(8,700)	-97.75%
State Payback	8,087	0	0	0	0	0.00%
Telephone Services	5,496	6,737	7,349	3,383	(3,966)	-53.97%
Purchased Insurance	1,968	2,162	1,813	2,323	510	28.13%
Fleet Services Rentals	3,003	2,680	3,389	2,780	(609)	-17.97%
Copier Charges	1,699	1,315	2,912	2,418	(494)	-16.96%
Mail Room Charges	839	825	1,950	1,300	(650)	-33.33%
Direct/Information Services	33,384	48,230	57,274	42,497	(14,777)	-25.80%
County Overhead Charges	72,310	68,523	89,109	74,515	(14,594)	-16.38%
Dept Support/Direct	500	0	26,406	4,557	(21,849)	-82.74%
PC Replacement Services	0	0	6,258	6,928	670	10.71%
Office Supplies & Expense	10,114	10,291	14,655	7,898	(6,757)	-46.11%
Educational Materials	0	349	0	0	0	0.00%
Membrshp/Professionl Licenses	4,320	0	4,000	4,000	0	0.00%
Printing & Binding	395	2,558	2,600	2,850	250	9.62%
Advertising & Publicity	978	380	400	500	100	25.00%
Postage	500	98	0	0	0	0.00%

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<b>DEPARTMENT EXPENSE SUMMARY</b>						
<b>EXPENDITURE ACCOUNTS</b>	<b>FY 07-08 Actual</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Curr Bgt</b>	<b>FY 10-11 Proposed</b>	<b>\$ Chng Fr Curr</b>	<b>% Chng Fr Curr</b>
DP Supplies and Access	417	170	100	0	(100)	-100.00%
DP Equipment	0	1,211	500	0	(500)	-100.00%
Small Tools & Equipment	0	516	0	0	0	0.00%
Food	13,512	8,589	6,198	6,000	(198)	-3.19%
Business Expense & Travel	31,659	15,394	14,422	8,000	(6,422)	-44.53%
Awards & Recognition	220	0	441	0	(441)	-100.00%
Outside Education & Travel	15,474	4,490	13,410	6,000	(7,410)	-55.26%
County Training Classes	1,925	650	1,000	1,300	300	30.00%
Miscellaneous Payments	35,437	38,189	0	335	335	100.00%
<b>MATERIALS &amp; SERVICES</b>	<b>1,956,837</b>	<b>2,245,082</b>	<b>2,290,381</b>	<b>2,153,210</b>	<b>(137,171)</b>	<b>-5.99%</b>
Transfer To General Fund	3,288	0	0	0	0	0.00%
<b>FUND TRANSFERS</b>	<b>3,288</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL EXPENDITURES</b>	<b>2,663,042</b>	<b>3,025,029</b>	<b>2,920,037</b>	<b>2,799,001</b>	<b>(121,036)</b>	<b>-4.15%</b>