

Philadelphia Federal Executive Board
FY2010 Annual Report

Prepared by:

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Executive Director

Introduction and History

President John F. Kennedy established FEBs by Presidential Directive in 1961 to achieve better interagency coordination and communication among Federal departments and activities outside of Washington, DC.

The need for effective coordination among Federal organizations' field activities was clear then and is even more important in today's environment. Approximately 85% of all Federal employees work outside of the National Capital area and most Federal programs are implemented through the regional and district offices of Federal departments and agencies as they are the Federal government's principal representatives to the vast majority of citizens.

The Boards function in 4 general areas: (1) providing a forum for the exchange of information between Washington and the field about programs, management methods and administrative issues; (2) coordination of local approaches to national programs (3) communication from Washington to the field of management initiatives and other concerns for the improvement of coordination; and (4) referral to the national level of problems that cannot be resolved locally. Per regulation, the Director, US Office of Personnel Management (OPM), maintains oversight of the FEB Network.

Today, there are 28 FEBs located in areas with a significant Federal population. FEBs are comprised of the highest ranking local officials from each Federal agency in the geographic area. The Philadelphia leadership team consists of a Policy Committee with a Chair, First Vice Chair, Second Vice Chair, several at-large members who serve at the discretion of the Chair, as well as councils and committees specific to FEB programs. An Executive Director manages the board's daily operations.

Philadelphia Federal Executive Board

Organization

Chair:

Gilbert Montoya, Deputy Commander
Defense Supply Center Philadelphia
(October 1, 2009 – July 31, 2010)

Lenore Uddyback-Fortson
Regional Director, Office of Public Affairs-DOL
(August 1, 2010 – present)

1st Vice Chair:

VACANT

2nd Vice Chair:

V. Chapman-Smith
Regional Administrator, NARA

Policy Committee Members:

Michael Smith
Director, Office of Policy & Oversight, OPM

Laurie Watkins

Regional Commissioner, SSA

James Newsom

Assistant Regional Administrator for Policy & Management, EPA

Thomas M. Lastowka

Director, DVA Regional Office & Insurance Center

Robert Ratner

Chief of Staff, Defense Supply Center Philadelphia,

Fernando Armstrong

Regional Director, US Census Bureau

Brenda Laroche

Acting Regional Administrator, HUD

Phil Goldman

Acting District Director, EEOC

Patricia Arcuri

Regional Administrator, FEMA

Linda Chero

Acting Regional Administrator, GSA

Rose Marie Flynn

Senior Program Manager, NAVICP

Dennis Reidenbach

Regional Director, NPS

Margaret O'Shea Kaplan

Deputy Director, VAMC-Ph

Gregory Lefever

Regional Administrator-OASAM, DOL

Margaret M. Mannion

Commissioner's Senior Representative, IRS

Mary J. Howard

Director, Compliance Operations, IRS

Executive Summary

- Besides the regular monthly Working Group meetings with discussion/networking on issues like vital records protection, relationships with Philadelphia municipal officials, best practices, etc., the Philadelphia COOP group sponsored a Pandemic Flu Workshop, a full-scale emergency exercise (Liberty Down '10), and L-548 Continuity Manager's Course.
- Our 13th Annual EEO/Diversity Day of Training, November 23, 2009, drew 805 registrations. During the day we offered 17 different workshops spread across three rounds of concurrent sessions. The theme was "Champions of Change...Strengthening the Foundation". We also presented five (5) awards for EEO/Diversity achievements: three to individuals, one to a group, and the final one to a member agency for their collective contributions to EEO/Diversity.
- The annual *FEB Excellence in Government Awards Program & Luncheon* continued to be our largest single event of the year. We received 295 nominations. Nearly 1100 employees attended the awards luncheon. More than 1500 Gold, Silver, and Bronze Medal certificates were awarded to deserving outstanding performers.
- Our FEB focus on training/employee development continued strong. We saved member agencies more than \$350K in training costs by offered high quality classroom experiences at below-market rates.
- We added a NEW feature to our training repertoire this year – the Friday Learning Lab. They were FREE programs that generally ran about 2 ½ hours in length every Friday. Because we did them for free and they were relatively short, we did NOT factor them into the equation for cost avoidance shown at the end of the report. We averaged 18-20 participants. Some of the topics covered in the labs are reported later under Line of Business 2.
- We launched an important pilot coaching program using a strengths-based survey called LIFO[®]. Six agency personnel, including the Executive Director, were coached on strength-management and how using strengths wisely, prudently can increase productivity and enhance communication and understanding among individuals and within groups. The pilot was so successful that the design team was asked to make presentations at two coaching conferences this year.
- Our CFC raised more than \$2.875M – a record-breaking sum for this campaign.
- Finally, it needs to be remembered that every program/activity listed in this report was preceded by weeks and sometimes months of preparation.

Line of Business 1 – Emergency Preparedness, Security, and Employee Safety

Determined Accord Pandemic Influenza-based Continuity Workshop

-Date: December 16, 2009

-Objectives:

- Increase Continuity readiness under influenza pandemic conditions for Federal Department and Agency (D/A), State, territorial, tribal, and local government agencies
- Identify gaps and areas for improvement in pandemic planning in organization Continuity plans, policies, and procedures
- Involve continuity managers in a structured exchange of information, ideas, solutions, and resolutions as they pertain to Continuity issues in an influenza pandemic event

-Attendees: 62

-Outcomes: The Determined Accord Workshop was structured in two parts: an educational seminar that provided an overview of the history and current state of pandemic influenza and a facilitated table top discussion to talk about how each agency has incorporated pandemic planning into their continuity program. DHHS gave an overview on Pandemic history, but focused mainly on the current state of H1N1 Pandemic that was at its peak. Many agencies had not incorporated pandemic planning into their continuity programs, but left with many best practices from the few agencies that had pandemic annexes from H5N1 planning.

Liberty Down 10, Full Scale Interagency Continuity Exercise

-Date: May 11-12, 2010

-Objectives:

- Evaluate Alert Notification and Relocation procedures.
- Evaluate interagency communication and utilization of the Continuity Directory.
- Evaluate the ability to continue Essential Functions.
- Evaluate the ability to access Vital Records.
- Evaluate Reconstitution plans and processes.

-Participating Agencies: 15

-Outcomes:

Liberty Down 2010 successfully provided a learning environment that addressed real-life possibilities for participants to test and evaluate their Continuity Plans, processes and procedures. The exercise also provided an opportunity for continuity personnel to relocate to their Continuity Facility and collaborate with external organizations from outside of their primary location. This process reinforced the need for robust continuity planning, training, and exercising.

The major strengths identified during this exercise are as follows:

- Participating agencies were able to reach the majority of their personnel using current Alert Notification procedures and credited this high success rate to current and correct contact information for their staff.
- Continuity operations were successfully tested at alternate sites by several participating agencies. Several agencies operated from their alternate site for the first time during the exercise and used the opportunity to train continuity personnel on the capabilities of the site. Other agencies that had exercised from their alternate facility during last year's exercise saw an increase in their ability to maintain essential functions based on previous lessons learned.
- Several agencies used the exercise to reinforce telework as an option during a Continuity Event and highlighted ways of improving telework capabilities.

Throughout the exercise, several opportunities for improvement were identified. The primary areas for improvement are as follows:

- Many agencies do not have viable Reconstitution plans or processes in place and require more work on this area of their Continuity Plans.
- Organizations need to improve external communications with partner agencies and civilian/private stakeholders during relocation following a continuity event.
- Agencies need to train backup ERG personnel on their roles and responsibilities during Continuity operations.

L-548 Continuity Manager's Course

-Date: June 14-16, 2010

-Objectives:

- Define COOP;
- Explain the business benefits of COOP;
- Identify the elements of a viable COOP capability;
- Identify the processes, resources, and tasks necessary to implement and manage a successful COOP Program;
- Train future COOP Program Manager Trainers.

-Attendees: 34

-Outcomes: Participants rated the course favorable and indicated that the training increased their knowledge of continuity program management. Students expressed interest in furthering their continuity training. We will host the next course in the continuity series, L550 Continuity Planner's Workshop to allow students to work on making improvements to their continuity plans in a structured learning environment.

Line of Business 2 – Human Capital Readiness

The FEB has three councils that perform most of the heavy-lifting for this Line of Business. They are: PIE (Partners in Equality), PASS (Philadelphia Area Staffing Society), and FEDS (Federal Employee Development Society). Their activities are reported separately.

PIE

The PIE Steering Committee meets on the first Wednesday of each month. There are sub-committees within PIE. The first is the Careers in Government Outreach Team. They establish partnerships with local colleges and universities to inform students about possible careers in the federal government. They also keep colleges, universities, and interested students apprised of different employment mechanisms available, e.g., internships, handicapped appointments, etc. During FY10 members of this committee visited seven (7) local colleges and spoke to more than 560 students.

The second sub-committee within PIE is SMART (Shared Mediation/Alternative Dispute Resolution Team). The team consists of 16 trained mediators given sanction by their agencies to conduct workplace mediations on an interagency basis. Members have travelled as far north as Scranton, PA, and as far west as Reading, PA, when the work required it. Members have also had to conduct some of those mediations in a virtual environment. During FY10 SMART fielded 11 mediation requests. Seven mediations actually occurred and five (5) were successfully resolved.

A third group within PIE handles quarterly public meetings. These are programs offered to the larger executive/managerial community because their appeal is broader than simply the EEO community. The January program included an EEOC presenter discussing EASE (EEOC Administrative Settlement Envoy); it is a pilot settlement program. A March meeting included VA presenters looking at “Hiring Heroes” and an OPM presenter on Schedule A Hiring Authority. The June presentation was a demo by the Careers in Government Outreach Team. Finally, the September program included presentations by DOL on its Workforce Recruitment Program for College Students with Disabilities and by the National FEW President on the upcoming training conference.

An important *ad hoc* initiative was the March 2010 “intergovernmental Women’s Training Conference sponsored by the US Mint, USDA Forest Service, the USDA Food & Nutrition Service, and the US EPA. It drew 125+ participants.

However, the largest and highest profile program of PIE is the “Annual EEO/Diversity Day of Training”. Held on November 23, 2009, this year’s conference was our 13th and the one with

the largest registration – 805 people. The theme was *CHAMPIONS OF CHANGE...STRENGTHENING THE FOUNDATION*. The Plenary Speaker, Mike Evans, spoke on creating a culture of accountability while working on change. There were 17 separate workshops spread throughout three concurrent sessions of 75 minutes each. Titles included: Coping with Difficult People; Coaching Across Generations; Collaboration is a Business Imperative; Complaints: What's the Real Cost; Diversity: It's Not All in Your Head; How to Negotiate Successfully; Using Self-Managing Inclusion Skills to Sustain a High Performance Climate; Mentoring in the 21st Century Workplace; Optimal Stress: Discover Your Personal Best Stress Zone; Sexual Harassment; Shattering Attitudinal Barriers; Show Great Strength...Apologize; Take Accountability for Your Life & Career; Evolution of the 2008 ADA Amendments Act; What You Need to Know About EEO; working Effectively Across Generations – A Mediator's Perspective, and Workplace Respect: Practical Ways to Get There From Here.

The conference is one of those seminal events on the FEB calendar. It generates an interest level that in some agencies can reach 50, 75, or even more than 100 registrations. During the luncheon we also present five (5) EEO Achievement Awards – EEO Program Leadership, Individual Achievement – Non-supervisory; Individual Achievement – Supervisory; Group Achievement, and the Agency Award.

As a final note on PIE, using our relationship with the University of Pennsylvania's School for Organizational Dynamics, the FEB undertook a pilot program to permit Penn undergraduates to attend two PIE Steering Committee meetings and interview several committee members about PIE's operations. PIE acted positively on a few of the recommendations in the team report.

FEDS

This FEB puts a high value on offering high-quality, low-cost training programs. A complete listing of offerings will be found in the Cost Avoidance Sheet attached to this annual report. However, there were two initiatives during the year that deserve expansive coverage.

LIFO Based Coaching

The first is the "LIFO Based Coaching" Program. LIFO[®] is a behavior-based self-assessment instrument that looks at a person's strengths under both favorable and unfavorable conditions. Those who take and use the survey learn to recognize their own and other's people's preferred channels of communication and learn how to translate their messages to answer key questions uppermost in other people's minds. Because LIFO[®] has a 360 component, we selected it as a valuable tool to provide coaching to interested program officials and supervisors.

There were six "clients" in the pilot – two from EPA, two from the VA Insurance Center, 1 from the VA medical center, and the FEB Executive Director was the sixth client. Our coaches were

both professional coaches affiliated with the University of Pennsylvania's Graduate School for Organizational Dynamics. Each coach had three clients. There was an inaugural meeting that permitted clients and coaches to become comfortable with each other. The LIFO[®] survey was taken on-line and each client was responsible to have six (6) others complete a LIFO AP about their observations of the client's behavior. Those six others were a combination of direct reports, peers, and the supervisor. There was a LIFO webinar to orient the clients on LIFO's overall composition. Then came the coaching component. Each client received four (4) one hour coaching sessions, usually separated by two weeks in which the client was expected to work on 1-2 behavioral aspects they identified as crucial to some project or initiative that they were working on.

After the last coaching session there was an individual coach-client debrief and then a debrief involving both coaches and all six clients. The pilot was a significant success. The only major glitch we found was placing the start of the coaching too close to the end of one fiscal year and the start of another. So, for FY2011 the coaching did not begin until well into the 1st quarter of the FY.

The pilot was so successful that the Executive Director and the coaches were asked to present a report on the effort at the "1st Annual Penn Coaching Conference" in May and again at the national LIFO Learning Conference in October. The current LIFO Based Coaching cadre has ten (10) clients.

Friday Learning Lab

One of the benefits of moving to the new third floor space was the opportunity to work with GSA on expanding the FEB training/conference room. To expand from a 14 person to a 24 person capacity, other FEB space was considerably downsized. The Executive Director asked for white-boards along the front walls; GSA accommodated the request using a process called "idea paint". GSA also found the supplier of the tables used in the former room and six new tables were purchased. OPM supplied surplus chairs and the new room was ready for use.

Aware of the shrinking training budgets afflicting agencies, we came up with a new, experimental approach. It began as an every other Friday test case. Each Learning Lab is a self-contained 2 – 2 ½ hour module on a fairly narrowly defined subject. Some have been modules from existing course, some have been book-based discussions, and some have been even more experimental in nature. We have done sessions on thinking/creativity tools, negotiations, holding meetings, office politics, motivation, email, group think, management by baseball, and even a Socrates café.

To participants the biggest plus to the lab concept is the price – the labs are FREE. That does make them attractive; it also means there's not a lot of rock-solid commitment when it comes

to showing up. Therefore, while we do take registrations to keep folks reminded of the schedule, we no longer cut off registrations if we think the group is getting too large for a particular lab. We are averaging 18 participants and only once did we have to find more chairs than the 24 we normally have. That was for the Management by Baseball lab.

PASS

The spring inter-agency meeting was held on March 17, 2010 at the Bourse with approximately 60-70 people in attendance. We had Kathy Ott from Office of the Deputy Undersecretary of Defense for Civilian Personnel Policy discussing employment of military spouses. Charles Conyers from the U.S. Office of Personnel Management discussed USAJOBS and its latest enhancements including the coming iPhone app.

The summer meeting was held on July 1, 2010 at the William Green Federal Building with an overflow crowd of about 100 people. Angela Bailey, Deputy Associate Director, Recruitment and Diversity of OPM, presented information on the Hiring Reform initiative. James Tsugawa discussed MSPB's report on hiring reform.

The fall activities will include a "Reverse" Job Fair (where the recruiters will recruit other recruiters) at the William Green Federal Building. This will be a networking session for the recruiters of local federal agencies meeting with the college placement staffs to exchange information on what their clients/customers are seeking in the job market. OPM will provide some general information on federal employment processes. We have about 20 colleges registered and about 15 agencies.

In addition we will be presenting three workshops at the November 22 FEB-PIE Day of Diversity. These workshops are (1) Interviewing Tips for Supervisors with managers from IRS and DCAA (2) Utilizing Probationary Periods (management officials from Navy, HUD and VA) and (3) Hiring Reform Update from OPM.

There were several Steering Committee meetings throughout the year. Our current steering members are Karen Franchi (VA), Marianne White (Navy), Colleen McGarry (VA), Michele DiBiase (DCAA), Judy Jackson-Grier (SSA), Barbara Weckerly (IRS), Victoria Percy, Barbara Bossert and Nellie Frazier (OPM), and Marie Brennan (Graduate School).

PASS' new chairperson for 2011 will be Karen Franchi.

Miscellaneous HC Events

On May 6 the FEB hosted the Annual "Excellence in Government Awards Luncheon". We gathered 295 award nominations in 24 categories, including both individual and group write-ups. We hosted a capacity crowd (three tables had to be set in the lobby) of 1087 attendees. We presented 24 Gold Medals, 84 Silver Medal certificates, and something on the order of

1400+ Bronze Medal certificates. Only the loaned help of Wayne Williford from DSCP made it possible.

On June 2 in co-sponsorship with the US EPA, John Berry, OPM Director, spoke to a general audience of federal employees to kick-off Gay Pride Month in Philadelphia. An audience of 250-300 heard Mr. Berry talk about gay rights as the new civil rights issue for the 21st century. Following his general remarks Mr. Berry joined 33 invited federal executives for a brown bag lunch hosted by EPA. Mr. Berry discussed his interest in OPM's hiring reform initiative and took a number of questions from the guests. His presence and his frankness were appreciated.

Line of Business 3 – Intergovernmental and Community Initiatives

Combined Federal Campaign

As in any year, this Line of Business is dominated by the Philadelphia Area & Lehigh Valley Combined Federal Campaign. CFC got underway in mid-October with a Kick-off at the Philadelphia Sheraton Hotel. More than 180 persons attended. The following week CFC hosted its first ever “Day of Caring”. Over a period of three days more than 40 volunteers from four agencies help stock and disperse food at Philabundance, an area food bank that is a participating CFC charity. The volunteers moved more than five (5) tons of food intended for more than 75 community centers and food kitchens that dispense food to needy families and individuals.

The CFC broke all local records for donation levels - \$2.875M. That represented a \$120,000 increase over last year’s giving level. Like other campaigns nationally, we continue to struggle with a declining participation rate. We raised more money than any prior year but did so with fewer CFC donors than the prior year. The average gift by donors rose while the number of donors continued to decline. This can pose a long-term problem for CFC. Younger workers do not have a tradition of giving money to charities; they prefer giving time. If this trend continues unabated, traditional CFC donors will continue to retire and there won’t be any younger workers in the pipeline with a donation tradition to replace them.

However, the campaign was a success and that success was celebrated in March with an award ceremony that attracted a crowd of nearly 250. It was a grand celebration.

The 2010 CFC, which began in March 2010 with the eligibility process, will be the last year under the current contract with the United Way of Southeastern PA as the campaign’s Principal Combined Fund Organization (PCFO). Bids from organizations to run the CFC in the future will be accepted in February 2011. The expiring contract was for three years and was signed after receiving two other bids. That was a first for this campaign, where the United Way was the only contract bidder from the campaign’s inception.

Haitian Earthquake Relief

Following the devastating earthquake in Haiti in early 2010, our local federal community moved quickly to conduct special collections for earthquake victims. More than \$25,000 was raised. Additionally, as explained in a March 2010 general membership briefing, the Defense Supply Center Philadelphia, the VA Medical Center Philadelphia, and the Army Corps of Engineers provided tons of food, clothing, and water; medical supplies, equipment, and services; and heavy equipment to help alleviate Haitian suffering.

Young Government Leaders (YGL)

Along with other co-sponsors (GEICO and the Graduate School), the FEB coordinated and underwrote an inaugural event for a Philadelphia Chapter of YGL. Without much in the way of guidance what constitutes a YGL (the national web site just says “young” and “fresh”), the FEB distributed an announcement memo for an after-hours social event to start the process. We had no way to reach inside each agency directly to the YGL constituency, so we relied upon our executive membership for further dissemination of the information. IT WORKED. We assembled an interested mailing list of more than 175 individuals. The after-hours event drew more than 100 new employees interested in networking. I would have been really happy with 50, but 100+ was just amazing!

The chapter is moving along nicely and has hosted at least two other events in 2010 and has issued three newsletters about activities. The FEB uses the YGL address book as a valuable distribution resource for information about the entire range of our programs and initiatives. I was hoping it would serve as a valuable way to recruit CFC Loaned Executives for this year, but that was not successful. We will keep trying. A YGL Loaned Executive would be a valuable asset in the battle to get younger CFC donors on a regular basis.

6th Annual FEB/USDA Food & Nutrition Service/Philabundance Food Drive

Our FEB conducts an area-wide food drive each February-March. It is a time of particular need for food banks and community centers because Thanksgiving and Christmas holiday food donations are exhausted by February. The shelves are bare.

Perhaps aided by the televised devastation in Haiti, non-perishable food donations came in at a record clip. The collective donations from 27 participating federal locations produced more than 18,000 pounds of high quality, high protein food, e.g., tuna fish, peanut butter, canned vegetables, cereals, etc.

Red Cross Blood/Platelet Solicitations

The FEB's 2nd Vice Chair sits on the local Board of Directors for the American Red Cross. Throughout the year she and the Executive Director worked with Red Cross on new solicitation messages. We also worked with them on new collection and reporting programs to capture the *collective* federal donation presence. They could track specific donations from agencies but made no prior effort to assess the totality of federal employee blood/platelet donations. The result was an incomplete valuation of our contributions. It is still a work in progress.

Miscellaneous Foundation Function Activities

The Executive Director attended both the yearly Executive Director meeting (this year in Huntington Beach, CA) and the National FEB Conference (in Washington, D.C., as always). In FY10 the Executive Director was informal chair of the national FEB network's Human Capital Council. He created the Council's "Best HC Practices Report" and finalized an "Executive

Director Talent Census” to capture programs/activities that EDs are willing to perform for other FEBs in a revenue-neutral way, e.g., conduct training not otherwise locally available at materials costs only but including travel and per diem reimbursement.

December 2009-mid-February 2010 was occupied with packing and moving the FEB office to the 3rd Floor of the 600 Arch Street Federal Building. A great deal of material and furniture had to be excessed because the new space in Room 3456 was smaller overall. We lost a great deal of storage space. However, we gained a larger, dedicated training space. The former training room could only handle 14 people; the new space can easily accommodate 24 people. The 50 feet of white board space make instruction much more flexible. It is a great addition. We are no longer dependent upon the spotty availability of the three GSA rooms on the 2nd Floor.

2010 ADR and Training Cost Avoidance Template

Federal Executive Board

C	
Combined Federal Campaign (CFC)	
2009 Total Contributions	\$2.875M

<u>Awards and Recognition</u> (name of event)	Number of Attendees	Number of Awards Presented
Excellence in Government Awards Luncheon	1087	24 Gold, 84 Silver, 1400+ Bronze
Partners in Equality EEO/Diversity Day of Training	805	5 EEO Achievement Awards
Totals:	1892	1500+

<u>Alternate Dispute Resolution (ADR) - Shared Neutrals Program</u>	Number of Cases Accepted	Number of Cases Resolved	Cost Avoidance Per Resolution	Total Cost Avoidance Realized
Workplace Dispute:			\$16,762.81	
Pre-EEO Complaint:	7	5	\$68,520.23	\$342,600
EEO Complaint (after entering formal process):			\$65,420.11	
Totals:				

FEB- Sponsored Training Sessions	Market Price	FEB Price	Cost Savings	Number of Attendees	Estimated Cost Avoidance (Cost Savings x # of Attendees)
Building the Leadership Pipeline (2)	\$425	\$125	\$300	43	\$12,900
Pre-Retirement Financial Planning (2)	\$300	\$50	\$250	190	\$47,500
Mid-Career Financial Planning (2)	\$300	\$50	\$250	110	\$27,500
Leadership is Everybody's Business	\$425	\$125	\$300	20	\$ 6,000
Six Thinking Hats (5)	\$350	\$75	\$275	94	\$25,850
The One-Minute Coach	\$450	\$125	\$325	22	\$ 7,150
Coaching for Development	\$850	\$350	\$500	12	\$ 6,000
Coaching & Facilitating Teams	\$850	\$350	\$500	15	\$ 7,500
Leader/Manager as Coach	\$850	\$350	\$500	18	\$ 9,000
Perceptual Thinking & Decision-Making	\$350	\$75	\$275	18	\$ 4,950
Herrmann Brain-Dominance Instrument	\$350	\$75	\$275	34	\$ 9,350
13 th Annual EEO/Diversity Day of Training	\$380	\$180	\$200	805	\$161,000
OPM Category Rating	\$6,400	FREE		50	\$ 6,400
OPM occupational Questionnaire	\$8,220	FREE		50	\$ 8,220

OPM Job Analysis	\$8,220	FREE		50	\$ 8,220
OPM Structured Interview	\$8,220	FREE		50	\$ 8,220
Totals:					\$350,360

September 2010