



Communications & Marketing Plan 2013-14

Autry Technology Center
580.242.2750 | autrytech.edu

Board of Education approved September 4, 2013

Oklahoma State Department of CareerTech Strategic Plan

Vision

We are securing Oklahoma's future by developing a world-class workforce.

Mission

We prepare Oklahomans to succeed in the workplace, in education, and in life.

Values

We are industry-focused, student-centered, and performance-driven.

We operate as a unified system dedicated to serving our customers.

Employers are our ultimate customers as we focus on student success.

Innovation and flexibility are the keys to meeting our customers' needs.

We are essential partners in Oklahoma's education and economic development systems.

We are accountable, as stewards, for the actions, resources, quality, and outcomes of our system.

Goals

1. Accelerate Oklahoma's economic growth.
2. Ensure implementation of consistent standards and accountabilities.
3. Market the value of the CareerTech system.
4. Strategically improve agency operation and effectively manage resources to lead the CareerTech System.
5. Create and promote a systemic culture that values diversity and inclusion.

CareerTech Strategic Purposes (Board Approved June 2013)

The Oklahoma CareerTech System is charged with assuring every Oklahoman can be economically productive and every company can find the workforce it needs to prosper. This generally is referred to as workforce development. A more specific understanding of CareerTech's work is presented as a series of strategic purposes. These purposes broadly define the system's ends, "what good for whom."

1. Career development—Assure students have the knowledge and skills to make informed career choices and to create education plans to be prepared for those careers. (Youth, Adults)
2. Career readiness—Assure students know how to analyze issues, resolve problems, work with others, and adapt to complex workplaces. Creativity, problem solving and critical thinking skills are core to career readiness. (Youth, Adults)
3. Work and family studies—Assure students develop specific life skills that operate in synergy with career skills. This will allow Oklahomans to be more productive by balancing work and family life through personal resource management, health and wellness, time management and other similar skills. (Youth, Adults)
4. Academic enhancement—Assure students develop the academic knowledge and skills required by students' career choices. (Youth, Adults)
5. Career preparation and enhancement—Develop students' technical knowledge and skills required to succeed in postsecondary education or careers, or to advance within careers. (Youth, Adults)
6. Customized training and consulting—Design and deliver training and consulting based upon an organization's existing or soon to be hired workforce to produce a specific business result. Consulting is required for an organization to compete more effectively in the marketplace. (Companies)
7. Curriculum and assessment services—Provide curriculum and assessment products to schools. The customer base is international in scope and includes Oklahoma schools. (Youth, Adults, Companies)

Autry Technology Center Strategic Plan

Vision

To be a team of quality professionals recognized as a progressive leader in responding to the career and technology needs of those we serve.

Mission

Connecting You to the Future

Values

We focus on improving people's lives.

We recognize teamwork as an integral component for maximizing results.

We are responsible and ethical with all of the resources entrusted to us.

We believe risk taking should be combined with innovation.

We are a team of professionals who go above and beyond.

We value excellence as the quality reflected in all we do.

Goals

Continually communicate Autry's mission, services and opportunities to internal and external audiences.

- Present Autry Technology Center as a single product, made of many components
- Cross train, educate and inform Autry staff of all parts of the Autry "product"
- Cross market services. For example, be sure short-term students are aware of BIS services
- Develop a master database combining advisory committees, BIS clients, sending schools, community leaders

Identify the needs of the community and be responsive to those needs.

Develop and implement support services that will assist individuals in realizing their occupational goals.

- Continually work with public school personnel, patrons, and students to keep them aware of the opportunities available at Autry Technology Center
- Provide career counseling services to all individuals
- Inform individuals of financial assistance opportunities available
- Provide additional assistance as needed to facilitate individual achievement
- Provide placement services to students, former students, and the community at large

Provide a system of financial accountability.

- Utilize resources for maximum benefits
- Be prepared for growth opportunities

Provide educational opportunities to prepare individuals for successful employment.

- Provide basic and advanced skill training
- Provide opportunities for growth and development through career and technology student organizations
- Maintain alliance agreements

Autry Technology Center's Communications and Marketing Plan

This document was created at a specific point in time as a starting point. It will continue to change over the course of the year in an effort to meet the changing needs of the groups we serve. It is an active document that serves as a road map for the next year. We are open to new ideas. Changes and improvements will be made as we progress through the year.

Marketing Plan Summary

Autry Technology Center has provided training since 1967. Training predominantly falls into the following categories:

Full-Time Career Training Programs. High school juniors and seniors and adults can enroll in career-training courses from Automotive, Welding, Drafting and Design to Information Technology, Respiratory Care and Culinary Arts.

Adult Career and Development Training. Adults can enroll in interest based or career-training courses from culinary and photography to certified nurse aid and emergency medical technician.

Center for Business Development. Individuals and small businesses can enroll in various training opportunities and apply to become a client at the Center to receive assistance in starting and growing a business.

Business and Industry Services. Businesses can enroll in customized training opportunities from leadership development and quality management systems to safety compliance and industrial maintenance.

Vision

Connect everyone in our district with Autry Technology Center.

Mission

The Communications and Marketing Department utilizes a variety of communication and marketing strategies to help Autry Technology Center achieve its mission.

Values

We believe effective communication is vital to success.

We appreciate creativity and innovation and strive to always improve what we do.

We value our resources and use them efficiently.

We treat communication and marketing as a dynamic team effort that improves with constant research and evaluation.

We are accountable, as stewards, for the actions, resources, quality, and outcomes of our programs and communicate openly and honestly with all our audiences.

Autry Technology Center

Business structure: Education

Location: 1201 West Willow Road, Enid OK 73703

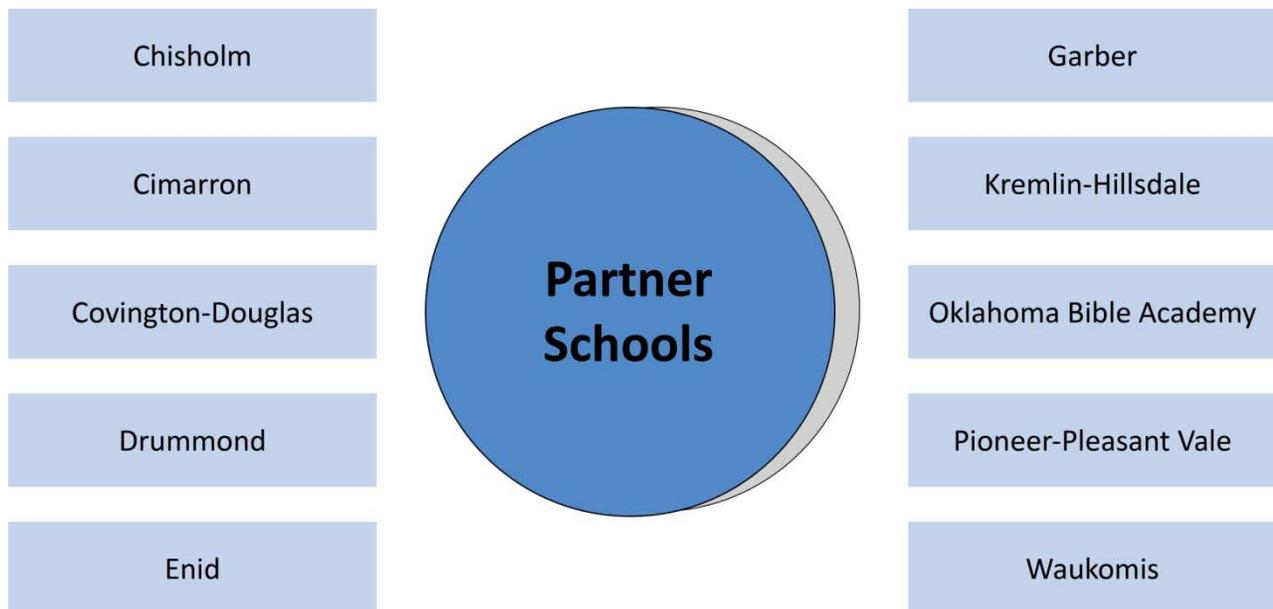
Date established: 1967

Business overview

Since 1967, Autry Technology Center has been training students for success in the workplace. A wide variety of course offerings make career education possible for students of all walks of life.

Programs/Areas to Market

- Full-time Career Training
- Personal and Professional Interest Short-Term Training
- Business and Industry Services
- Entrepreneur Services



Counties Served

Garfield County

Parts of Five Counties:

Blaine County

Major County

Kingfisher County

Noble County

Logan County

The Market

Autry works with a diverse target market. The training area determines the target market.

External Audience



Internal Audience



Marketing strategy:

We share the services, training opportunities and benefits Autry offers current and potential high school students, adults, businesses and the community at large through traditional and new communication and marketing avenues.

Marketing Avenues

With each event or opportunity, marketing must consider all advertising, marketing and public relation opportunities available. These include but are not limited to the following:

External

- Radio Advertising Opportunities
 - Williams Broadcasting
 - Chisholm Trail Broadcasting
- Print Advertising Opportunities
 - Enid News & Eagle
 - Partner School Yearbooks
 - Partner School Newspapers
 - The Journal Record
 - Other
- Social Media
 - Facebook
 - YouTube
 - Twitter
 - Pinterest
 - Scribd
- Strate Talk eNewsletter
- Enid Chamber of Commerce Newsletter
- Press Releases
- Autry's Website
 - Rotating Graphics
 - Short-Term Class Listing and Enrollment
 - Course Catalog
 - General Information
- Vinyl Banners
- Front Desk Screens

Internal

- Front Desk Screens
- Strate Talk
- Intranet
 - Rotating Graphics
 - Information
- Sign Stands
- Vinyl Banners
- Table Toppers
- New Opportunities—Traffic Graphics, Table Graphics
- Internal Staff Meetings

Marketing Key Roles

- Research and reporting for accountability, decision making and planning
- Develop the message
- Communicate the message

Goals

1. Autry employees will be strong advocates for the school and comfortable using technology
2. Create and maintain a strong positive public image of Autry Technology Center
3. Increase recruitment efforts and maintain excellent enrollment
4. Strengthen and maintain relationships with partner schools’ personnel
5. Increase public awareness & utilization of Adult Career Development and Business & Industry Services
 - a. Increase open enrollment in the 25-34 year old demographic
 - b. Cross market to our full-time students
6. Increase public awareness and enrollment of Center for Business Development services

The RACE formula as part of the marketing plan

The RACE formula creates a comprehensive, user-friendly, action-oriented plan that ensures we evaluate efforts and use them to shape an event the following year.

Research uses primary and secondary research surrounding identified problems, issues, trends, etc.

Analysis or Action determines research-driven goals, objectives, target audiences, messages to those audiences and the messengers for those messages.

Communication includes the tools, tactics, methods and activities to affect behavioral change in targeted audiences.

Evaluation begins with the end in mind to determine level of success and determining next steps to accomplish organization goals.

Communications & Marketing Team

Job Title	Name	Responsibilities
Communications & Marketing Director	Melissa Jenlink	Oversee the department, plan, implement
Website & Digital Media Coordinator	Jaden Lemmon	Maintain existing websites and digital media efforts & recommend new efforts
Graphic Designer	Amber Sutton	Design graphics, ads, flyers, posters, etc.
Receptionist	Cheryl Dick	Greet guests to Autry, field phone calls, be the “face of Autry” at the front door
Autry Staff		Represent and communicate training opportunities; everyone works together as a team in promotion of Autry as a whole

Advertising Spread



Radio Advertising



H/O—Holidays and Open House

Digital Graphics



Tentative print advertising, radio and rotating graphic schedules attached.

Marketing Strategy

Goal #1: Autry Employees will be Strong Advocates for the School and Comfortable Using Technology

Objective: By the end of the school year, 95% of the full-time employees will have attended at least one Autry employee function

Target: Employees

Research: Last year’s informal polling

Evaluation: End of school year survey to employees

Marketing activity/strategy	Tools/Tactics - Action	Contact	Timeline
Increase technology & comfort level	Analysis of individual needs to be done and assess needs and training required/implement training plan	IT Director	Beginning in August
Keep employees informed of Autry activities and personal successes	Small Group & Staff Meetings	Management Team	Monthly
	Employee Directory	Marketing Department	Annually in the fall
	Summary of monthly board meetings to be emailed to all employees	Superintendent’s office	Monthly after board meetings
	Distribute school eNewsletter “Strate Talk” to all employees	Marketing Department	Monthly
	Share articles published in media outlets via email	Marketing Department	As needed
Hold Autry employee events to encourage sense of belonging and cohesiveness	Breakfast for full-time staff	Management Team	Fall and Spring
	Back to School for full-time Pizza Party	Superintendent	August
	Ice Cream Social for full-time	Superintendent	August
	Autry picnic	Superintendent	May
Increase communication with part-time instructors	Develop and send newsletter to instructors	ACD	Quarterly

- Goal #2:** Create and Maintain a Strong Positive Public Image of Autry Technology Center
- Objective:** 85% of the exposed public will recognize and respond favorably to Autry’s name
- Target:** In-District Exposed Public
- Research:** Based on results from independent research firms’ findings and Autry’s surveys
- Evaluation:** Conduct surveys with various exposed groups

Marketing activity/strategy	Tools/Tactics - Action	Contact	Timeline
Develop strong media relations and maintain positive image with stakeholders	Write and distribute press releases and feature stories with photos about student success (newspapers, website and social media)	Marketing Department	On-going
	Increase knowledge of Autry and services offered through media ads, promotional materials and printed material	Marketing Department	On-going
Fill Autry’s website with cutting edge technology	Promote and maintain website and increase interactive elements	Marketing Department	On-going
Continue community involvement and increase awareness of the involvement	Advertise in local newspapers and programs during special events	Marketing Department	On-going
	Coordinate and encourage Autry staff involvement and as speakers for area civic meetings	Superintendent’s Office	On-going
	Provide tools to use for civic group speaking engagements	Marketing Department	On-going
	Open House	Marketing Department, BIS, and Instructors	February (CareerTech Month)
	Get involved with Parent Teacher Organizations at partner schools	Recruiter	On-going

Goal #3: Increase Recruitment Efforts and Maintain Superior Enrollment

Objective:

- Maintain 95% enrollment for FY 14 in average of all full-time programs (with no individual program under 65%) by October 1, Full-Time Equivalence Report
- Relationship Building
 - Maintain presence in partner high schools by Career Counselors and Recruiter visits
 - Develop and maintain relationships with partner high school counselors and teachers
 - Participate in partner school events
- Partner schools (% of students attending Autry) set objectives by focus schools and overall goal – to be done with Career Counselors and Recruiter

Target: High School Students and Prospective Full-Time Adult Students

Research: Last year's enrollment

Evaluation: Enrollment reports

See following individual plans

Individual Plans to increase recruitment efforts and maintain superior enrollment

8th Grade Tours

Goal: To create Autry awareness and interest in 8th grade students
To create awareness in career opportunities and realization of a career plan

Objective: 95% of partner school eight graders will visit Autry during tours
85% will say Autry helped them start thinking about their future
Invite Home School students

Marketing activity/strategy	Tools/Tactics - Action	Contact	Timeline
Students participate in interactive tours based on career clusters and interactive presentation including career interest survey and plan of study	Tour Guides– use Autry student leaders to greet students as they arrive and escort to different parts of tour 45 minute visit and tour of full-time programs Generate fans on social media accounts to continue building relationships Meet with instructors to discuss tour and expectations; instructors discuss with students Posters on partner school campuses for tour dates OKCIS – Reality Check: Career Salaries, Education and Job Growth on Website	Student Services , Marketing, Career Counselors and Recruiter	October

Sophomore Tours

Goal: To create Autry awareness and interest in 10th grade students
(We want them to have a positive feeling toward Autry, be excited about Autry opportunities, realize what they need to do in order to attend, leave wanting more)
 Pick 1-2 partner schools to target with low percentage of students served (develop objectives after October 1 report)

Objective: 80% of the students will rank the information received as it helped them start thinking about their future
 To generate applicants and enrollment in Autry’s programs
 10 out of 10 partner schools will attend the Sophomore Tours
 Invite Home School students

Marketing activity/strategy	Tools/Tactics - Action	Contact	Timeline
Students participate in interactive tours based on career clusters and interactive presentation including career interest survey and plan of study	Bus Talkers – use Autry student leaders to greet students as they arrive 90 minute visit and tour of full-time programs Survey (career interest and generational interest) Generate fans on social media accounts to continue building relationships OKCIS – Reality Check: Career Salaries, Education and Job Growth on Website After tour follow-up send thank you and invite to Open House (postcard) Posters on partner school campuses for tour dates Meet with instructors to discuss tour and expectations; instructors discuss with students Follow-up with students requesting additional information through the survey Career Counselors provide additional career interest workshop with our Carl Perkins schools (Chisholm, Cimarron, Covington-Douglas, Garber, Waukomis) and will help all schools with Autry enrollment in the spring for high school sophomores, juniors and seniors	Student Services , Marketing, Career Counselors and Recruiter	January

Autry Scholarship

Goal: To inform qualifying seniors and recent graduates in Autry’s district of the option to attend Autry on the Autry Scholarship
To generate applications and enrollment in Autry’s programs

Objective: Autry Scholarship enrollment will equal at least 10% of total full-time enrollment

Marketing activity/strategy	Tools/Tactics - Action	Contact	Timeline
Autry counselors visit partner schools and talk with seniors about the Autry Scholarship	Interactive senior presentation	Student Services , Marketing, Career Counselors and Recruiter	May—August
Innovative, creative marketing pieces will be strategically mailed to qualifying Autry Scholarship candidates	Direct mail pieces		
Follow-up with non-college routed students who graduated	Ad in Spring Autry Course Catalog		
	Autry website		
	Utilize social media for recruitment		
	Phone calls and customized tours		

8th Grade Parent Education Forum

Goal: To inform parents and students how they can “prepare for your future”

Objective: Provide service to schools, parents and students to help them identify path and steps for student to reach their goal(s)

Marketing activity/strategy	Tools/Tactics - Action	Contact	Timeline
Plan in developing stages		Recruiter	

Manufacturing Day

Goal: To create awareness of manufacturing jobs and the career options in the manufacturing industry

Objective: 80% of the students will rank the information received as it helped them start thinking about their future
To generate applicants and enrollment in Autry’s programs that could lead to manufacturing jobs
10 out of 10 partner schools and 80% Home School students will attend Manufacturing Day

Marketing activity/strategy	Tools/Tactics - Action	Contact	Timeline
Communicate purpose of Manufacturing Day and event	Create flyers and emails to share with businesses, partner schools and students	BIS, Recruiter, Marketing	August-September
Host event and tour on Manufacturing Day, October 4, 2013	Informative and interactive tour for students with local manufacturing businesses	BIS, Recruiter, Marketing, Job Developer	October
Follow-up industry tours	Offer follow-up tours at businesses and/or Autry to learn more about job or learn about education options for manufacturing jobs	BIS, Recruiter, Marketing	October-December

Small Groups

Goal: To become aware of inside perspective of what students face every day

Objective: To generate applicants and enrollment in Autry’s programs

Marketing activity/strategy	Tools/Tactics - Action	Contact	Timeline
Follow-up with partner school juniors and seniors	One on one conversations will help understand schedules and interests Personalized tours	Recruiter	TBD

- Goal #4:** Strengthen and maintain relationships with partner schools’ personnel
- Objective:** To request the needs, that Autry can supply, for 100% of our partner school administration by end of fiscal year
- Target:** Partner School Administrators, Counselors, and Staff
- Research:** Informal polling of partner school administrators
- Evaluation:** Informal feedback from partner schools administrators

Marketing activity/strategy	Tools/Tactics - Action	Contact	Timeline
Develop/maintain personal relationships and provide principals and counselors with information needed to show we are assisting them and making their job easier (here to help approach)	Host local superintendents’ meetings on Autry’s campus to inform and gain feedback and find ways to assist local schools	Superintendent	Monthly
	Provide partner schools with Autry catalogs to assist them in counseling students about Autry	Counselors and Marketing Department	On-going
	Personal visits to partner schools	Counselors and Recruiter	On-going
	Ads in partner school newspapers and yearbooks and on their websites	Marketing Department	On-going
	Banners at partner schools	Recruiter & Marketing Department	Annually
	Posters at partner schools	Recruiter & Marketing Department	On-going
	Develop and distribute newsletter for counselors	Recruiter	On-going

- Goal #5:** Increase Public Awareness & Utilization of Adult Career Development
- Objective:** Increase enrollment of individuals seeking career and personal advancement opportunities
- Target:** Prospective and Existing Adult Students
- Research:** ACD Statistics
- Evaluation:** End of school ACD statistics

Marketing activity/strategy	Tools/Tactics - Action	Contact	Timeline
Create interest and enrollment in classes	Highlight ACD programs and services	Marketing Department	On-going
	ACD interactive displays at Open House	ACD	February
	Market ACD through the website	Marketing Department, ACD	On-going
	Direct mail catalogue	Marketing Department, ACD	Fall and Spring
	Develop marketing print and email tools for short-term ACD training seminars and classes	Marketing Department	As needed
Increase young adult (age 25-34) enrollment	Host focus groups with young professionals and stay-at-home moms	ACD	August/September
Create career opportunities through series of classes	Develop and implement Career Paths for specific programs (i.e. Diesel, Construction, Business)	ACD, BIS	On-going
	Develop STEM modules or CEUs to support Ecosystems	ACD, BIS	On-going
Grow fire training services	Offer a variety of customized classes for fire departments	ACD, BIS	On-going
	Fire Training Tower—offer classes utilizing new tower once complete	ACD, BIS	On-going

Goal #6: Increase Public Awareness & Utilization of Business & Industry Services

Objective: Increase enrollment of companies and individuals seeking career advancement and customized training opportunities

Target: Local and area businesses and community groups

Research: BIS Statistics

Evaluation: End of school BIS statistics

Marketing activity/strategy	Tools/Tactics - Action	Contact	Timeline
Create interest and enrollment in classes	Highlight BIS programs and services	Marketing Department	On-going
	BIS interactive displays at Open House	BIS	February
	Market BIS through website	Marketing Department, BIS	On-going
	Direct mail catalogue	Marketing Department, BIS	Fall and Spring
	Develop marketing print and email tools for BIS training seminars and classes	Marketing Department, BIS	As needed
Expand heavy equipment training services	Develop more open enrollment opportunities	ACD, BIS	On-going
	Develop Train the Trainer for Consortium Technology Centers	BIS	On-going
Explore oil & gas training opportunities	Identify key players, target contacts and develop relationships	ACD, BIS	On-going
Continue utilizing Executive Leadership Council	Build networking opportunities and discuss topics effecting local area	BIS	On-going

Goal #7: Increase Public Awareness & Enrollment of Center for Business Development Services

Objectives: Recruit new clients and support current clients in incubator program
Build awareness and recruit for Grow Enid Inc program
Recruit and increase utilization of Plan Room and BID Assistance services

Target: New or potential entrepreneurs, Construction businesses

Research: Informal poll of new and local legacy entrepreneurs

Evaluation: New businesses started, success of businesses, survey of training offered, survey of training, facility and services utilized

Marketing activity/strategy	Tools/Tactics - Action	Contact	Timeline
Create interest and enrollment in classes	Highlight programs and services	Marketing Department	Annually
	Feature Grow Enid Inc and incubator clients with interactive displays at Open House	Clients and CFBD staff	February
	Market through website	Marketing Department	On-going
	Direct mail catalogue	Marketing Department, and CFBD staff	Fall and Spring
	Develop marketing print, email, social media and video materials—fundraiser, boot camp, business development academy, and competition flyers	Marketing Department	As needed
	Utilize social media for recruitment	Marketing Department	As needed
Increase awareness of Plan Room and BID Assistance	Identify construction companies to contact	CFBD staff	Fall
	Create and send letter and flyer to contacts	Marketing Department, CFBD staff	July/August
	Update and market through website	Marketing Department, CFBD staff	On-going

Autry Technology Center Communications & Marketing Plan
2013-2014

Marketing budget 2013-14

Item	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Marketing/promotion													
Radio advertising	\$800.00	\$500.00	\$500.00	\$500.00	\$600.00	\$500.00	\$500.00	\$1,500.00	\$1,000.00	\$500.00	\$600.00	\$700.00	\$8,200.00
Partner school advertising	\$2,000.00	\$200.00	\$1,000.00	\$200.00	\$200.00	\$0.00	\$100.00	\$0.00	\$200.00	\$200.00	\$200.00	\$0.00	\$4,300.00
Enid News & Eagle advertising	\$600.00		\$3,000.00	\$1,000.00		\$1,000.00	\$1,000.00		\$2,000.00	\$3,000.00	\$3,000.00	\$4,000.00	\$18,600.00
VAFB advertising	\$160.00	\$160.00	\$160.00	\$160.00	\$160.00	\$160.00	\$160.00	\$160.00	\$160.00	\$160.00	\$160.00	\$160.00	\$1,920.00
Print advertising	\$400.00	\$500.00	\$400.00		\$400.00		\$700.00	\$600.00	\$700.00	\$400.00		\$400.00	\$4,500.00
Online advertising					\$500.00								\$500.00
Mailouts	\$400.00		\$200.00				\$200.00			\$100.00		\$400.00	\$1,300.00
Promotional Items	\$5,000.00	\$2,000.00		\$500.00				\$500.00				\$4,000.00	\$12,000.00
Online services				\$250.00	\$300.00					\$650.00			\$1,200.00
Banners		\$200.00	\$200.00	\$200.00	\$200.00		\$200.00	\$200.00	\$200.00	\$200.00			\$1,600.00
Framing/Stock Photography		\$200.00	\$1,000.00	\$200.00	\$1,000.00			\$200.00	\$1,000.00	\$200.00	\$1,000.00		\$4,800.00
Statewide Marketing	\$400.00												\$400.00
Catalogues					\$16,000.00						\$16,000.00		\$32,000.00
More...	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$2,400.00
Marketing/ promotion total	\$9,960.00	\$3,960.00	\$6,660.00	\$3,210.00	\$19,560.00	\$1,860.00	\$3,060.00	\$3,360.00	\$5,460.00	\$5,610.00	\$21,160.00	\$9,860.00	\$93,720.00
Other													
Research		\$625.00											
Training	\$1,500.00						\$175.00	\$50.00	\$75.00				
Travel	\$4,000.00												
Printing supplies	\$700.00		\$1,000.00	\$500.00	\$200.00	\$350.00							
Printer Lease	\$5,000.00												
Office Supplies	\$50.00	\$50.00	\$50.00						\$50.00	\$50.00			
More...	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00			\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	
Other total	\$11,750.00	\$1,175.00	\$1,550.00	\$1,000.00	\$700.00	\$350.00	\$175.00	\$550.00	\$625.00	\$550.00	\$500.00	\$500.00	\$19,425.00
Total	\$21,710.00	\$5,135.00	\$8,210.00	\$4,210.00	\$20,260.00	\$2,210.00	\$3,235.00	\$3,910.00	\$6,085.00	\$6,160.00	\$21,660.00	\$10,360.00	\$113,145.00