ANNUAL REPORT

North Central Florida Regional Planning Council

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As Chairman of the North Central Florida Regional Planning Council, I am pleased to present our 1996 Annual Report. A summary of the programs and projects in which the Council was actively involved are described in the following pages.

Of all of our work, perhaps of most immediate importance and of greatest interest to our citizens are the projects which promote economic development. These have included the continuation of our small business loan activities and promoting regional tourism, as well as providing general services to support economic development organizations. Of particular note is the fact that our Areawide Development Company made some $6 million in loans to small businesses throughout the region during the year.

Two new economic development programs were initiated as well. One is sponsored by the Ford Foundation which has the objective of improving the economy of our coastal counties. The other is a region-wide effort to help economic development organizations become mutually supportive partners as they take advantage of the state’s new efforts to revitalize our economy.

We are also very pleased with the success we have had during the year with our traditional support activities. Our employees now serve as the growth management staff for more than one-half of our local governments, and we provide primary assistance to our counties in helping them meet hazardous materials monitoring and waste management requirements. Of course, we also continue to provide valuable services in filing grant applications and administering grant programs.

In addition to all the support services described above, the Council has also maintained a regional planning program as required by state law. In June of this year, the Comprehensive Regional Policy Plan was replaced by the legislatively mandated Strategic Regional Policy Plan. This document will be invaluable in helping to guide the region to a more sustainable future, by encouraging improved quality in both public and private development, and it will help protect the area’s resources.

I believe that the following report clearly describes the Council as a valuable organization to the region. Much of the credit for our success must be shared by the participating member local governments, other agencies with which we work, and our staff. I wish to express our appreciation for the contributions made by each of these groups and ask that we continue to receive their support.

Sincerely,

Garth R. Nobles, Jr.
Chairman
The North Central Florida Region includes 11 counties and 33 incorporated municipalities in the north central portion of Florida. Containing nearly 7,000 square miles of area, the region is characterized by its abundant natural resources, which include the world-famous Suwannee River, the marshes of the Gulf Coast, cypress swamps, upland forests, a large number of clear turquoise springs, and many other beautiful physical features.

Much of the region is currently sparsely populated although this is beginning to change as people from other parts of the world, nation and Florida are discovering the amenities of north Florida living. According to estimates by the Bureau of Business and Economic Research, University of Florida, the population of the region in 1996 was 407,097, an increase of 52,901 people over the 1990 Census count.

The region's economic base relies heavily on the government and services sectors, with the University of Florida in Gainesville accounting for a major portion of the government employment. The City of Gainesville is the regional marketing center and, together with Alachua County, accounts for 50.0 percent of the region's total population.
The Council is an association of 24 units of general purpose local government. Membership includes all 11 counties and 13 of the region's larger municipalities. One-third of the total representatives is appointed by the Governor, with the remainder appointed by member local governments. Two-thirds of the representatives must be local-elected officials.

All Council representatives sit collectively as the full Council which meets monthly. At its May meeting, this group adopts the annual budget and a work program. Also at this meeting, the Council elects the organization's officers: Chairman, Vice-Chairman and Secretary-Treasurer from among its ranks.

Council members serve on several standing and ad hoc committees appointed by the Chairman. One of the purposes of these various committees is to advise the Council on planning and development activities which come before the Council for review and comment. The Council serves as a forum for the coordination and review of federal/state/local government, and private sector planning and development programs and activities affecting the region.

In addition to the regional planning and review activities, the Council provides a large variety of services to benefit its local governments. These services, carried out by staff, include: technical planning assistance, grant and local planning assistance including grant administration services, transportation planning assistance, hazardous waste monitoring, emergency response planning assistance, and economic development activities.

**ALACHUA COUNTY**
- Leveda Brown
- Charles Chestnut
- Margaret Eppes
- * Charles Clemons
- * Oscar Harris
- * Dale McPherson
- * Jane Walker

**ARCHER**
- Cleather Hathcock

**GAINESVILLE**
- Sande Calkins
- Pegeen Hanrahan
- Ed Jennings, Sr.

**HAWTHORNE**
- Eddie Martin

**HIGH SPRINGS**
- VACANT

**Micanopy**
- Steve Elder

**Waldo**
- Louie Davis

**BRADFORD COUNTY**
- Joseph Riddick
- E.W. Hodges
- # Thomas Smith

**STARKE**
- Travis Woods

**COLUMBIA COUNTY**
- James Montgomery
- Tom Sawyer
- # T.A. Hackney
- # Terry Tyler

**Lake City**
- T. Gerald Witt

**DIXIE COUNTY**
- J.D. Driggers
- # Sharon McCall

**GILCHRIST COUNTY**
- V.C. Cannon
- * Emory Philman
- # Mark Bishop

**HAMILTON COUNTY**
- Lewis Vaughn

**JASPER**
- * Ralph Bowers
- Matthew Hawkins

**LAFLAYETTE COUNTY**
- Bill Shaw
- * M.N. "Pete" Sullivan

**MADISON COUNTY**
- Mike Salls
- * Lorata Franklin

**CITY OF MADISON**
- Rosetta Warren

**SUWANNEE COUNTY**
- J.D. Grinstead
- # Shirley Daniels

**LIVE OAK**
- * William W. Howard
- Garth R. "Sonny" Nobles, Jr.
- # Sharon Tervola

**TAYLOR COUNTY**
- Lillie Greene

**PERRY**
- Thomas Demps

**UNION COUNTY**
- * Paul Riherd
- Joe Hendricks

*Gubernatorial Appointees
#Non-Voting Participant
The eleven counties comprising the North Central Florida Region, whose number of residents has increased dramatically during the last 25 years, are becoming increasingly aware of the opportunities and problems that population growth can create for local governments. Often, dealing with issues of growth opens up opportunities for regional cooperation and planning.

Being an association of local governments with strong ties to state and federal agencies, the Council is in a unique position to coordinate the development and implementation of strategies designed to address the problems and opportunities created by growth.

**Growth Management**

Based mostly on the recommendations of the Florida Environmental Land Management Committee (ELMS III) and the Florida Advisory Council on Intergovernmental Relations (ACIR), the 1993 Florida Legislature enacted numerous changes to Florida's growth management laws.

These changes, which are to be implemented over a period of several years, significantly affects the planning processes of state, regional and local government agencies.

One of the more significant actions taken by the Legislature as far as the growth management process is concerned calls for converting existing comprehensive regional policy plans into "strategic" plans by requiring planning councils to address only those state plan goal areas directly related to growth management such as transportation, natural resources, and housing.

The Council submitted a draft of its strategic plan to state agencies and local governments for review in December, 1995, and, after incorporating recommended changes from this review, adopted its plan in May, 1996.

One other action taken by the 1993 Legislature which significantly affected the Development of Regional Impacts (DRI) review process was repealed in 1995. The DRI process is one in which large-scale developments are reviewed for their interjurisdictional impacts by regional planning councils which forward recommendations for approval, denial or approval with conditions to local governments.

This process was to be gradually phased-out and replaced with new and expanded local government intergovernmental coordination elements where local governments would have been required to establish a means by which to address the interjurisdictional impacts of development.

However, this change was reversed by the 1995 Legislature due to the difficulty in implementing the proposed review process.
**Hazardous Materials Planning Program**

The Emergency Planning and Community Right-to-Know Act (EPCRA), passed by Congress in 1986, is also known as Title III of the Superfund Amendments and Reauthorization Act (SARA). These amendments require the preparation of local emergency response plans which, for the State of Florida, have been developed utilizing the eleven regional planning council districts and state-appointed local emergency planning committees (LEPCs). The emergency response plan for the North Central Florida Region was adopted by the Local Emergency Planning Committee on June 9, 1989, and last updated on May 17, 1996.

In 1996, grants from the Hazardous Materials Transportation Act (HMTA) provided funds to pay for training and planning programs. Free hazardous materials emergency response training classes sponsored by the LEPC were held for first responders including fire fighters, law enforcement, emergency medical, and public works personnel. Over 1,400 people have been trained during the first three years of the training program.

Some of the free training was at the awareness-level. Responders were trained to safely recognize, identify, and make the proper notifications for possible hazardous materials incidents.

Most of the training offered this year was at the operational-level. Located a safe distance away, responders were trained to keep a release from spreading, preventing exposures, and protecting property and the environment.

**Hazardous Waste Program**

Florida Statutes require that each county in the state conduct annual Small Quantity Generator (SQG) Hazardous Waste Assessment, Notification and Verification programs. For the past ten years many of our counties have contracted with the Council to conduct these programs and have paid for them out of general revenues.

In 1996, the Council received the first regional SQG grant awarded by the Florida Department of Environmental Protection. The grant is $54,000 per year for a five-year cycle. One of the first tasks is to update the survey of potential hazardous waste generators in early 1997. On-site inspections will also be conducted in 1997.

A main goal of the project will include providing additional educational materials and recommendation to local businesses and government agencies that need to improve their waste management procedures. Information will also be provided on recycling and reducing the amounts of hazardous waste generated by using less-hazardous materials.
Review Activities

One of the ways the Council implements its regional plan is through several review responsibilities. The Governor has designated the Council as the areawide clearinghouse for all federally-funded projects that affect the region, and several other review activities are undertaken as a result of state legislation.

The Council's Clearinghouse Committee is responsible for overseeing these review activities. In 1996, the Committee conducted a review of 179 different projects submitted by private developers, units of local government, and state and federal agencies. Reviews included the following types:

- applications for federal assistance
- developments of regional impact
- local comprehensive plans and plan amendments
- local emergency management plans
- 10-year site plans of major electric utilities
- environmental impact statements, assessments, and Army Corps of Engineers permit requests
- state agency functional plans, projects and proposed rules

The Clearinghouse Committee reviews these projects to:

1. avoid or mitigate potential adverse impacts that may be created by an activity in neighboring communities or counties;
2. insure coordination and consistency with local government and strategic regional policy plans; and
3. avoid duplication or conflict with other local or area plans and programs.

The Council comments on a number of activities proposed within the region including the 10-year site plans of electrical utilities such as the City of Gainesville Deerhaven Plant in Hague, Florida.
During the past year, the economic development program of the Council consisted of economic development planning, tourism promotion activities, and the Big Bend plan implementation activities.

**Economic Development Planning**

Since the federal Economic Development Administration designated the region as an Economic Development District in 1978, the Council has continued to maintain a high level of involvement in providing technical assistance to local governments and development authorities in order to promote economic growth.

In 1996, the Council continued to work with the Florida State Rural Development Council (FSRDC) in defining strategies for dealing with the problems and needs of rural Florida.

Also in 1996, the Council was instrumental in creating a new interlocal agreement agency, the North Central Florida Economic Development Partnership, which will join the resources of 11 counties in addressing regional economic development problems and opportunities.

**The "Original Florida" Tourism Development Activities**

The "Original Florida" tourism promotion program wrapped up another successful year of implementing its strategic plan. The Original Florida task force is comprised of representatives from each of the participating counties who are appointed by the Council to oversee and direct the tourism promotion effort. The members have varied backgrounds which they bring to the program, but they share one thing in common—the desire to carve out their share of the number of tourists who visit Florida each year, and to do so without harming the very (natural) resources which are the mainstay of the area's attractions.

After another year under contract with Geiger & Associates, a public relations firm which is assisting the task force in promoting the Original Florida area, 62 travel writers have visited the area who, in turn, have written and published in various news media (travel magazines, travel sections in major newspapers throughout the country, etc.) a total of 166 articles, reaching an audience of approximately 30 million readers.

The task force also had an exhibit for the first time at the 1996 Florida State Fair paid for by a grant from the state. Also in 1996, an auction was held to raise money to support the program which is funded by contributions from the participating counties and in-kind staff support from the Council. Other fund-raising activities are currently being considered and will be a necessary primary focus of the program during 1997.

**Big Bend Tri-County Task Force**

Subsequent to the successful attainment of a grant from the Ford Foundation, the Big Bend Tri-County Task Force was formed in late 1995. The task force is comprised of residents, business owners, and local government officials from Dixie, Levy, and Taylor counties. The Council is utilizing the grant to employ a coordinator to work with the task force as it addresses the economic revitalization of the tri-county area.

In July, 1996, the task force adopted a dynamic economic development and revitalization program consisting of three strategies. Strategy I consists of seeking tax incentives through the State of Florida. The task force successfully made application for Enterprise Zone Designation status effective January 1, 1997. Portions of Dixie and Taylor counties were approved as Enterprise Zones for ten years.

Strategy II focuses on developing the eco-tourism industry. In cooperation with the U.S. Fish and Wildlife Service, a coastal trail is being developed for birdwatching, hiking, and as a bike trail. Education and promotion of the area as a tourist destination is being addressed by the task force.

As the third strategy, the task force desires to pursue business development. The task force is planning to survey existing businesses to determine their ability to expand. The task force is planning to explore creating new businesses through aquaculture development, agriculture development and forest products.
BUSINESS DEVELOPMENT

The Council supports increases in economic activity, employment, and the standard of living throughout its service area through its business development program.

Council staff provide technical assistance to new and existing business owners. Assistance includes active partnership roles with other business development entities in the region as well as support with capital acquisition. The Council continues to assist businesses with SBA 7(a) Loan Packaging. During the year, staff processed one 7(a) guaranty loan for $125,000.

Areawide Development Company

The Council worked with local businesses, financial institutions, and community organizations to create the North Central Florida Areawide Development Co., Inc. (ADCO) in 1983 as a non-profit corporation. ADCO is a SBA Certified Development Company. In this role, ADCO works with lenders via SBA's 504 Loan Program to provide favorable financing to businesses when the proposed project retains or increases employment. The typical loan structure under the 504 Program is as follows:

- 50% First Mortgage Loan
- 40% ADCO/SBA Second Mortgage Loan
- 10% Business Equity Investment

ADCO posted a marked increase in activity in FY 1996. A total of 11 projects were approved under the 504 Program by ADCO and SBA for a total of $13.6 million in project costs. The amount of ADCO's financing totaled $5.1 million. The increase in local employment is projected to total 184 full-time jobs. This increased activity represents a 173% expansion of ADCO's total loan portfolio and a 169% growth in the total number of jobs created since ADCO's inception.

The results of FY 1996 were due to the extensive program initiated during the year to create awareness of the economic development mission of SBA's 504 Program. The program included publishing an annual lender's directory, public speaking, direct mailings, and seminars.

As a result of its activities, ADCO expects continued growth in 1997 of 504 project financing throughout the region along with the economic benefits stemming from the associated business expansions.

ADCO financed this franchise restaurant, with an increase in employment of 35 jobs, in Lake City, Fl.
SBA 504 Projects Financed by ADCO in FY 1996

Consumer products manufacturer in Ocala, Florida, under construction.

Travelers will look forward to this new motel financed by ADCO in Madison, Florida.

The busy I-75 corridor in Jennings, Florida, is the site of this newly remodeled motel.
During 1996, the Council offered technical assistance to local governments which do not have available staff or expertise for certain activities. These activities ranged from comprehensive planning to community development.

**Comprehensive Planning**

In response to the requirements of Florida growth management legislation, the Council continued to place a significant emphasis on comprehensive planning assistance for local governments.

During 1996, the Council continued to assist the region's counties and cities in complying with the requirements of the Local Government Comprehensive Planning and Land Development Regulation Act.

On-going comprehensive planning assistance was provided to local governments to assist with interpretations of comprehensive plans and land development regulations, preparation of annual Concurrency Management System Reports, preparation of comprehensive plan and land development regulation amendments, concurrency assessments of plats, and site and development plans.

In particular, the Council assisted 8 counties and 15 municipalities with the review and adoption of 148 comprehensive plan map and text amendments. The Council also assisted these local governments in making 150 land development regulation map and text amendments, 48 land development regulation special exceptions and special permits, 21 concurrency assessments for plats, variances and building permits, and 26 site and development plans.

In addition, the Council assisted two counties and one municipality with the preparation of the required evaluation and appraisal reports (EAR) of their comprehensive plans.
Community Development Block Grants (CDBG)

The Council assisted local governments in assessing their community development needs in 1996. These assessments addressed the need for job opportunities for low- and moderate-income persons. These community development needs assessments resulted in the Council assisting with the preparation of the following two Community Development Block Grant applications in 1996:

Economic Development

Lafayette County - $350,000
Taylor County - $600,000

The Council continued to provide administrative assistance on current projects for the municipality of Madison and Columbia County. In addition, the Council initiated administrative assistance on community development projects in the municipalities of Brooker, Hawthorne, Lake City, Live Oak, Mayo and Perry, and the counties of Suwannee and Taylor. These new projects totaled $5,050,000 in community development improvements.

Finally, the Council assisted the municipalities of Hawthorne, Ft. White, and Lake City, and the counties of Columbia and Lafayette with the preparation of Florida Recreation Development Assistance Program Grant applications for the development of parks totaling $450,000 in recreation improvements.

Community Development Block Grant funds were utilized to rehabilitate houses in Taylor County.

BEFORE

AFTER
TRANSPORTATION

Through an interlocal agreement signed by the Florida Department of Transportation, Alachua County and the City of Gainesville, the Metropolitan Transportation Planning Organization (MTPO) was formed to conduct transportation planning activities in the Gainesville urbanized area. This program is required in order to receive federal funds for transportation projects. The Council serves as the staff providing technical and administrative assistance in developing transportation plans and programs.

Another major transportation planning activity is the transportation disadvantaged program. This program is required in order to receive state funds to increase transportation services to low-income individuals, elderly individuals, persons with disabilities and children-at-risk.

MTPO ACTIVITIES

In 1996, the MTPO conducted a number of transportation planning activities.

Year 2020 Long Range Transportation Plan

During 1996, the MTPO conducted special planning studies for two projects contained in the long-range transportation plan. One of these studies was the proposed four-laning of Depot Avenue from U.S. 441 east to State Road 20. The MTPO requested that this planning study determine how best to move east/west traffic through this area without disrupting neighborhoods.

The second planning study was for the SW 20th Avenue/Hull Road four-lane road construction project just west of the University of Florida. The purpose of this study was to test and evaluate alternative road alignments to add additional east/west capacity to roads just west of the University campus.

University of Florida Parking and Transportation Task Force

Also in 1996, the MTPO staff served on a special task force appointed by the University of Florida concerning transportation and parking. In addition to University officials, this task force included representatives from the City of Gainesville and Alachua County.

Recommendations included in the Task Force report include increased transit service in and around the University, increased parking costs on campus, parking restrictions for students who live near campus, and improved bicycle and pedestrian facilities.

Other MTPO Transportation Planning Activities

Regular transportation planning activities include staff support for the MTPO and advisory committee meetings, overall project administration, and responding to numerous requests by the public regarding transportation plans and programs.

Each year, the MTPO approves the Transportation Improvement Program (TIP). The TIP includes highway, bicycle, mass transit and airport improvement projects programmed for the next five years. The MTPO must approve federal and state transportation projects contained in the TIP in order for these projects to

Improvements to Newberry Road in Gainesville were begun in 1996.
be funded in the Gainesville urbanized area. The transportation planning activities described in this section are part of a continuous, ongoing transportation planning program. Through this process, the MTPO attempts to ensure that adequate transportation facilities are provided to meet future needs.

TRANSPORTATION DISADVANTAGED PROGRAM

During the year, the Council continued to serve as the designated official planning agency for nine counties in the region under the Transportation Disadvantaged Program. The Metropolitan Transportation Planning Organization (MTPO) for the Gainesville urbanized area served as the planning agency for Alachua County. As the designated official planning agency, the Council is responsible for conducting planning studies needed to increase transportation services to low-income individuals, elderly individuals, persons with disabilities and children-at-risk.

The Council and the MTPO also appoint and staff ten individual county transportation disadvantaged coordinating boards. The coordinating boards provide advice and direction to their respective transportation coordinators on the provision of transportation disadvantaged services to disadvantaged individuals. Some of the coordinating boards' duties are to identify local service needs, approve the coordinators' Service Plans, annually evaluate the coordinators' performance, and review applications for local, state and federal transportation funds.

In addition, Council staff assisted local coordinators during the year in applying for funds through the State Transportation Disadvantaged Trust Fund. These funds were used to purchase trips for transportation disadvantaged persons not sponsored by social service agencies. In 1996, the Transportation Disadvantaged Trust Funds for the ten counties totaled more than $1,000,000.
From time to time, a newsletter is published to inform Council members, government agencies, the private sector, and the general public about new programs and other various activities in which the Council is involved. Brochures and informational briefs are also published for special programs, studies and projects.

In addition to the numerous planning and other technical studies prepared under contract with local governments throughout the region, the Council prepared the following materials in 1996.

**Regional Programs**

- Evaluation Reports on Local Comprehensive Plans, Developments of Regional Impact and other Council review items
- North Central Florida Strategic Regional Policy Plan

**Economic Development**

- Overall Economic Development Program 1995 Annual Report

**Transportation**

- Fiscal Years 1997-2001 Transportation Improvement Program
- Fiscal Year 1997 Unified Planning Work Program

**1996 Level of Service Report**

- Quarterly Progress Reports for Regional Transit System Ridership
- 1996 Bicycle Usage Trends Program
- Transportation Disadvantaged - Coordinated Transportation Development Plans

**General**

- NCFRPC Annual Report
- NCFRPC Overall Program Design

The Council also provides general planning assistance and referral services to the public along with the following maps and information resources which are available at reproduction cost.

- Existing and Future Land Use Maps
- Census Information

**Citizen Participation**

Citizens participate in Council programs in a variety of ways. Ongoing citizen participation is accomplished by including non-voting citizen members on the Council and the various Council committees.

This format allows direct citizen input at the policy-making level. Also, citizen advisory committees are created for special projects in which citizen input is desirable or necessary. Finally, the Council maintains extensive lists of interested persons to whom meeting notices and newsletters are sent.
In 1997, the Council will continue a number of programs started in 1996 and initiate a number of new projects and activities as follows.

**Regional Activities**

**Growth Management**

The Council will consider a request by the Governor's office to amend its plan to include a map showing habitat areas of endangered and threatened species.

**Regional and Local Emergency Response Plans**

Due to the constantly changing situation facing emergency service personnel, the regional emergency response plan will be updated to incorporate the most recent information on the location of hazardous materials. The Local Emergency Planning Committee will continue its efforts to ensure that emergency personnel are properly trained and the general public informed of potential dangers facing their communities.

**Economic Development**

The Council will continue to provide assistance to local governments and area development authorities in securing federal funds and assistance from other sources to accommodate additional industrial growth.

**Original Florida Tourism Promotion**

The Council will continue to assist local governments and organizations in the implementation of the tourism plan.

**Big Bend Tri-County Task Force**

The Council will continue to work with a task force in addressing economic development issues in the three coastal counties of Dixie, Levy and Taylor.

**North Central Florida Economic Development Partnership**

The Council will begin working with this new organization which is joining the resources of 11 counties to address regional economic development problems and opportunities.

**Business Development**

The Council will continue assisting businesses with SBA 7(a) loans and, through its contract with the North Central Florida Areawide Development Co., Inc., SBA 504 loans, both guaranteed by the U.S. Small Business Administration.

**Transportation**

**Fiscal Years 1997/1998 to 2001/2002 Transportation Improvement Program**

Working in cooperation with the Florida Department of Transportation, Council staff will update this five-year funding program for transportation projects.

**Level of Service Studies**

Each year, Council staff update level of service information concerning the amount of traffic congestion on arterial and collector roads in the Gainesville metropolitan area.

**Bicycle Planning**

Annual bicycle counts will be taken at a number of intersections in the Gainesville metropolitan area to monitor bicycle ridership trends.

**Transportation Disadvantaged Program**

Council staff will continue to conduct studies to coordinate transportation services to disadvantaged individuals and to provide staff support to ten county coordinating boards.

**Local Government Assistance**

**Community Development Block Grants**

Applications will be prepared for local governments in the region. Other community development assistance, including administrative services, will be provided as requested.

**Local Planning Assistance**

The Council will continue its services in assisting the region's counties and cities in complying with the requirements of the Local Government Comprehensive Planning and Land Development Regulation Act.

In particular, the Council will initiate the provision of assistance to non-coastal counties and cities with the preparation of Evaluation and Appraisal Reports of their comprehensive plans.
## 1995-96 Revenues

### Sources

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<th>Source</th>
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<td>Direct</td>
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<td>Pass-through from State</td>
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<td>Local Government Contracts for Planning</td>
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<td>Gainesville/Alachua County Metropolitan</td>
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<td>Council Members' Contributions (.30/capita)</td>
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<td>Local Contributions for Tourism Development</td>
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<td>Other</td>
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<td><strong>Total Revenues</strong></td>
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## 1995-96 Expenditures

### Programs

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<th>Program</th>
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<td>Regional Activities</td>
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<td>Strategic Regional Policy Plan</td>
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<td>Local Emergency Planning</td>
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<td>Intergovernmental Coordination and Review Activities</td>
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<td>Transportation Disadvantaged Planning</td>
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<td><strong>Job Training</strong></td>
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<td>Administration</td>
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<td><strong>Program Development</strong></td>
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<td><strong>Other</strong></td>
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<td><strong>Total Expenditures</strong></td>
<td><strong>$4,617,915</strong></td>
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