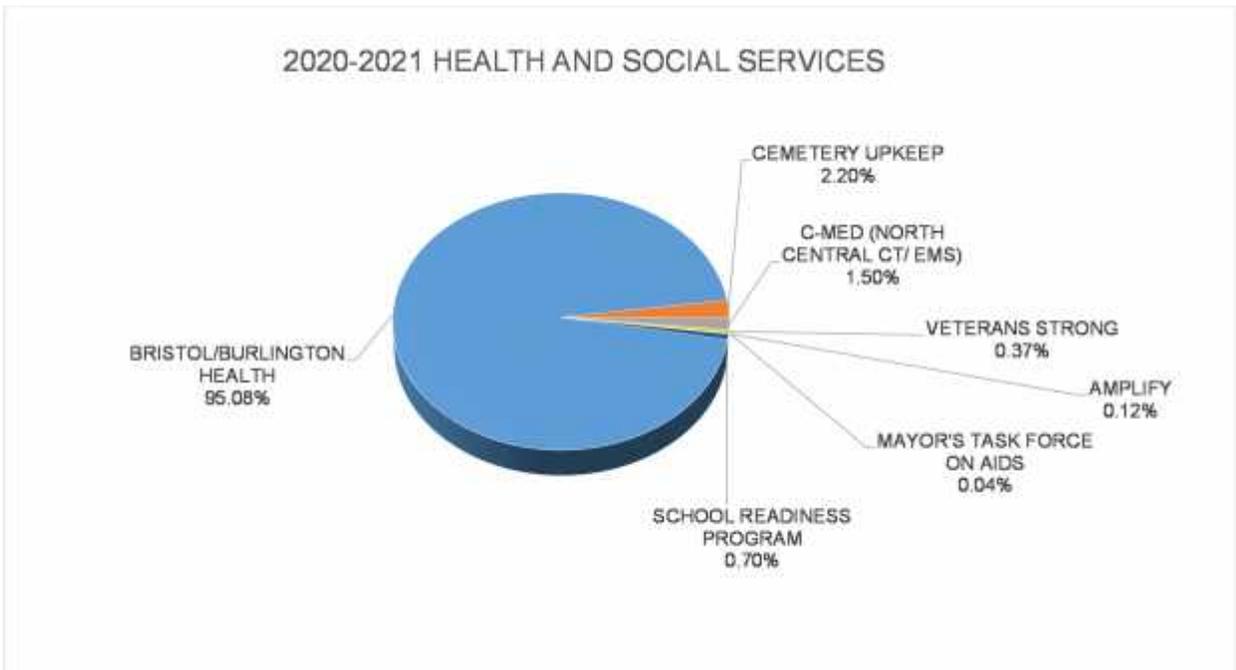


Health and Social Services

ORGCODE	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
0014210	BRISTOL/BURLINGTON HEALTH	\$3,144,328	\$3,216,455	\$3,216,455	\$3,288,575	\$3,416,455
0014500	AMPLIFY	4,233	4,235	4,235	4,235	4,235
0014500	ST. VINCENT DEPAUL SOCIETY	30,000	30,000	30,000	62,645	0
0014500	C-MED	53,839	53,910	53,910	53,740	53,740
0014500	MAYOR'S TASK FORCE ON AIDS	1,392	1,500	1,500	1,500	1,500
0014500	VETERANS STRONG	13,304	13,305	13,305	15,610	13,305
0014550	CEMETERY UPKEEP	79,019	79,075	79,075	79,020	79,020
0014654	SCHOOL READINESS PROGRAM	2,879,767	25,000	2,983,168	25,000	25,000
TOTAL HEALTH AND SOCIAL SERVICES		\$6,205,882	\$3,423,480	\$6,381,648	\$3,530,325	\$3,593,255



Bristol Burlington Health District

Marco Palmeri, Director
240 Stafford Avenue
860-584-7682
marcopalmeri@bristolct.gov

Service Narrative

The Bristol-Burlington Health District or “BBHD” is a full-service public health agency serving the City of Bristol and Town of Burlington. BBHD is professionally organized and operated as required per Chapter 368f of the General Statutes of the State of Connecticut. BBHD is considered a quasi-governmental agency independent of the municipalities served. BBHD is primarily funded, per capita, by each municipality and via the State of Connecticut. The mission of BBHD is to improve the quality of life in our communities by monitoring the health status of our populations; investigating health problems and environmental concerns; identifying causes and risk factors to poor health; and implementing, strategies, policies, programs and services necessary to reduce injury, morbidity and mortality throughout the community.

Programs and Services

Staff: BBHD has 42 full-time employees. This includes the director of health, the school health services coordinator, sixteen school nurses, eleven health aides, two public health nurses, the senior dental hygienist, two dental hygienists, the chief sanitarian, two sanitarians, the housing inspector, the office manager, two secretary/clerks and a part-time clerk. BBHD also contracts professionals for the following: a local CT licensed physician for services as the medical advisor and various other medical responsibilities. An emergency coordinator to manage our Public Health Emergency Preparedness and Response responsibilities, grants and deliverables. BBHD is governed by a Board of Health and has monthly meetings. It functions as the general policy making body for BBHD and has overall budget adoption authority. Each municipality in a health district appoints one member for each 10,000 residents or part thereof, but no municipality shall have more than five representatives. The BBHD Board is comprised of six members; five members are appointed by the Bristol Mayor and one member is appointed by the Burlington First Selectman. The term of office for members of the District Board is three years. Members may be re-appointed for consecutive terms.

The Bristol-Burlington Health District provides many essential services including but not limited to:

- Investigation, monitor and mitigation of reportable diseases, health conditions, emergency illnesses, significant laboratory findings and any other public health issues and outbreaks;
- Regulation of food production and service businesses, septic systems, water supplies, childcare, personal service businesses, and public swimming areas;
- Investigation and mitigation of housing complaints, general nuisance conditions and environmental concerns;
- Community health education, promotion and prevention services such as immunizations and preventive health screenings and assessments;
- School health services (Licensed Registered Nurses and Health Aides) at all Bristol schools;
- Dental health services to Bristol school age children at Bristol schools and senior citizens at the Bristol Senior Center;
- More information about programs and services can be found at www.bbhd.org.

Fiscal Year 2020 Goals and Accomplishments:

- Using Block Grant funding to reduce childhood obesity. BBHD is providing vouchers to eligible families to purchase fresh produce from our farmers market.
- Using Block Grant funding to reduce tobacco use throughout the community by offering free smoking cessation programs.
- BBHD's dental program: Received approval for Medicaid (Husky) reimbursement.

Summary of Fiscal Year 2020-2021 Budget:

The budget is funded to provide the following:

- School health services (nurses and health aides) to all students in Bristol's school system.
- Oral health services (dental hygienists) to Bristol students and Seniors.
- Credentialed House Code Enforcement Official to investigate complaints, remediate or abate housing hazards and enforce Bristol's Housing Code.
- Registered Sanitarian and Environmental Health Specialists to regulate mandated activities and to enforce the minimum standards required by local, state and federal laws.
- Healthcare and mental health services (public health nurses) for all residents of Bristol.

Fiscal Year 2021 Goals:

- Maintenance of service levels with level funding.
- Enhance online records management in areas of subsurface sewage disposal and private water supply wells by scanning records into digital form and making them rapidly available to the public via internet browser.
- Enhance staff training in emergency response to outbreaks of disease or other conditions affecting the public's health and well-being, in accordance with state and federal guidelines.
- Continue and enhance the use of social media such as Facebook and the BBHD web page to provide information to the public concerning public health, the services of BBHD and current topics in public health.

Long Term Goals:

- Reduce the number of children, adolescents and adults who are overweight or obese.
- Increase the proportion of residents who are vaccinated for preventable diseases.
- Reduce the number of residents who smoke or chew tobacco, engage in binge drinking, or use illicit drugs.
- Add to electronic services and records management including online access to inspection reports.
- Decrease the number of deaths for cancer, cardiovascular diseases, suicide and other infectious and chronic diseases.
- Address public health issues such as drug use in the community.
- Increase the proportion of persons satisfied with the quality of life in our communities.

<u>BBHD Board of Health</u>	<u>Expiration of Term</u>
William J. Brownstein, MD, Chairman - Bristol	7/2021
Michael Cucka, MD - Bristol	7/2020
Kim Ploszaj - Bristol	7/2021
Leslie Kish, MD - Bristol	7/2022
Shannon Mulz - Bristol	7/2020
Theodore Shafer, First Selectman - Burlington	7/2020

Mayor Ellen A. Zoppo-Sassu, City of Bristol Council Liaison

Budget Highlights

The fiscal year of the Health District is from July 1 to June 30. Each year, in early spring, the BBHD Board of Health has a public hearing on its proposed budget. Following the public hearing and before April 30, the Board of Health adopts its annual budget. The total budget for fiscal year FY 2019-2020 was \$3,769,368. The adopted budget for 2020-2021 is \$3,938,628.

0014210		BRISTOL/BURLINGTON HEALTH DISTRICT					
OBJECT	PROJECT	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$3,144,328	\$3,216,455	\$3,216,455	\$3,288,575	\$3,416,455
TOTAL CONTRACTUAL SERVICES			\$3,144,328	\$3,216,455	\$3,216,455	\$3,288,575	\$3,416,455
TOTAL BRISTOL/BURLINGTON HEALTH			\$3,144,328	\$3,216,455	\$3,216,455	\$3,288,575	\$3,416,455

Amplify, Inc.
www.amplifyct.org

Service Narrative

Amplify, Inc. formerly North Central Regional Mental Health Board (NCRMHB) is one of five regional behavioral health action established by the Connecticut General Assembly in 1974 to study local needs, evaluate state funded behavioral health programs and make recommendations to the Commissioner of the Department of Mental Health and Addiction Services (DMHAS). In 2018 DMHAS required the Regional Mental Health Boards to merge with local Regional Action Councils to become Regional Behavioral Health Action Organizations. This merger was effective on July 1, 2019 and the NCRMHB changed its name to Amplify, Inc.

All 37 towns in the Hartford area, including Bristol continue to be served. This has resulted in an expanded scope of services working across the lifespan (including children) and across the continuum of prevention, treatment and recovery for mental health, problem substance use and gambling issues.

Amplify, Inc. continues to support local Catchment Area Councils (CACs) that include representatives from each town in the region. Council members gather information directly from people living with behavioral health challenges, family members, community service providers and towns about local needs and effectiveness of services and disseminate information to towns, media, legislators and the general public about service needs and issues. Bristol is served by CAC 19. Direction is provided and oversight support to Local Prevention Councils, including funding, to carry out problem substance use and mental health promotion initiatives. Bristol is well served by the B.E.S.T.-4-Bristol coalition.

Amplify Inc.'s mission is to strengthen the ability of our region to assess needs, develop plans, and advocate for strategies to advance health and inclusive communities. The goal is to serve as Bristol's strategic community partner to link state initiatives and priorities to local and regional priorities. Goals include: (1) assessing the behavioral health service needs of the region and the priorities for new or improved services; 2) evaluating state funded behavioral health services for Bristol residents; 3) providing training, resources, and technical assistance for addressing local needs and priorities; (4) ensuring the involvement of people living with behavioral health challenges and their families in planning and initiatives to address gaps and problems and; (5) communicating survey, evaluation, and study results to local providers, DMHAS and the General Assembly.

Budget Highlights

The operating budget provides for a small staff (office manager/review and evaluation coordinator) and administrative services to support the work of over 100 volunteers who carry out the work of the organization.

0014500 HEALTH AND SOCIAL SERVICES OUTSIDE AGENCIES
AMPLIFY, INC.

OBJECT	PROJECT	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
CONTRACTUAL SERVICES							
585001		AMPLIFY	\$4,233	\$4,235	\$4,235	\$4,235	\$4,235
TOTAL CONTRACTUAL SERVICES			\$4,233	\$4,235	\$4,235	\$4,235	\$4,235
TOTAL AMPLIFY			\$4,233	\$4,235	\$4,235	\$4,235	\$4,235

St. Vincent DePaul Mission of Bristol, Inc.

Christine Theborge, Executive Director
19 Jacobs Street
(860) 589-9098

Service Narrative

The St. Vincent DePaul Mission’s purpose is to promote effective community responses to the housing and emergency shelter needs of low and lower income groups in Bristol. This is accomplished through social planning, advocacy, negotiations, and action, involving those bodies capable of addressing housing and emergency shelter needs, and those groups or individuals in need of housing and emergency shelter.

The purpose is also to provide housing for the homeless and to operate such housing as well as to provide auxiliary services to aid the homeless in acquiring housing and to help them to improve their lives.

The Bristol Homeless Shelter was founded in 1984 as the Bristol Emergency Shelter and Housing Coalition. It is a 25 bed emergency shelter for men, women and children, and provides food, shelter, and case-management and referral services.

A Rapid Re-Housing program was started in July 2016. St. Vincent DePaul will contract with Community Health Resources to provide this service to area residents. It is estimated that 20 individuals and 20 families will receive rapid re-housing and relocation from the shelter with support case management.

Budget Highlights

The City of Bristol was awarded a CARES Act grant in the amount of \$393,989 from the US Department of Housing and Urban Development to address the COVID-19 pandemic. These funds will be used to assist the St. Vincent DePaul mission to expand services to homeless people. As a result of this grant, City funding was eliminated for the 2020-2021 budget.

0014500 HEALTH AND SOCIAL SERVICES OUTSIDE AGENCIES
ST. VINCENT DEPAUL SOCIETY

OBJECT	PROJECT	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
CONTRACTUAL SERVICES							
585004		ST. VINCENT DEPAUL SOCIETY	\$30,000	\$30,000	\$30,000	\$62,645	\$0
TOTAL CONTRACTUAL SERVICES			\$30,000	\$30,000	\$30,000	\$62,645	\$0
TOTAL ST. VINCENT DEPAUL SOCIETY			\$30,000	\$30,000	\$30,000	\$62,645	\$0

North Central CT/Emergency Medical Services (C-MED)

www.northcentralctems.org

Service Narrative

C-MED is responsible for coordinated medical emergency direction through a communications system. The annual assessment is based on a per capita rate of 89.512 cents per capita from the State of Connecticut for each community that acknowledges C-MED as its provider. Community financial support of the system guarantees reliable ambulance to hospital communications and online medical control, Mass Casualty Incident Coordination, and EMD (Emergency Medical Dispatch) mutual aid call-out.

C-MED participates in drills which test surge capacity at care sites and assesses communications during a large scale event. Participating in drills helps local emergency staff to become better trained on C-MED and regional procedures.

Twenty-nine cities and towns within the North Central operational region currently contribute to the operations of the North Central CMED Center.

Budget Highlights

0014500 HEALTH AND SOCIAL SERVICES OUTSIDE AGENCIES
C-MED

OBJECT	PROJECT	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
CONTRACTUAL SERVICES							
585005	C-MED		\$53,839	\$53,910	\$53,910	\$53,740	\$53,740
TOTAL CONTRACTUAL SERVICES			\$53,839	\$53,910	\$53,910	\$53,740	\$53,740
TOTAL C-MED			\$53,839	\$53,910	\$53,910	\$53,740	\$53,740

Mayor’s Task Force on HIV/AIDS

Service Narrative

The Bristol Mayor’s Task Force on HIV/AIDS has been in existence since 1991. The mission of the Mayor’s Task Force on HIV/AIDS is “to coordinate HIV/AIDS efforts in the City of Bristol, to educate the public, and to increase public awareness about the HIV/AIDS epidemic in the Bristol area”. The task force has representatives from health care agencies, social service organizations, clergy, youth organizations, HIV/AIDS service providers and interested community members.

The Mayor’s Task Force on HIV/AIDS is responsible for providing various baseline guides for HIV and AIDS awareness and participates in events as follows:

-) HIV Educational Forum
-) Youth Educational Event
-) National HIV Testing Day
-) Cambridge Park Family Day event
-) Annual Rockwell Park Festival
-) Annual HIV/AIDS Candle Light Vigil Celebration
-) World AIDS Day

Budget Highlights

0014500 HEALTH AND SOCIAL SERVICES OUTSIDE AGENCIES
MAYOR'S TASK FORCE ON AIDS

OBJECT	PROJECT	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
CONTRACTUAL SERVICES							
585098		MAYOR'S TASK FORCE ON AIDS	\$1,392	\$1,500	\$1,500	\$1,500	\$1,500
TOTAL CONTRACTUAL SERVICES			\$1,392	\$1,500	\$1,500	\$1,500	\$1,500
TOTAL MAYOR'S TASK FORCE ON AIDS			\$1,392	\$1,500	\$1,500	\$1,500	\$1,500

Veterans Strong Community Center

Donna Dognin, Executive Director/Veterans Assistance Specialist
860-584-6258

donnadognin@vetstronginc.org

Service Narrative

The Veterans Strong Community Center (VSCC) is a regional information and resource center for all Veterans, Service Members and Military Families, regardless of branch or component of service, or status of discharge. In June 2017, a partnership was forged to support and expand the VSCC to include the communities of Bristol, Plymouth, Thomaston, Wolcott, Plainville, Burlington, and Harwinton. The VSCC is a former United States Army Reserve program that now operates as its own 501(c)3 non-profit organization. The VSCC will provide outreach and give the veterans of these communities greater access to whatever programs or services they need. Knowledgeable staff will help to identify what services may be available and then provide the connection to the resources.

Assistance with the following programs/services include but are not limited to: applying for Soldiers', Sailors', and Marines' fund assistance, helping obtain employment, finding emergency financial assistance, obtaining information for Post 9/11 GI Bill for college education, speaking at local groups for general information, learning about other benefits and services, requesting DD214 (discharge papers), finding resources to help with homelessness and much more.

For more information on hours of operation, updates on specific programs and services, and upcoming events, visit www.vetstronginc.org or the Facebook page, "Veterans Strong Community Center" and follow the VSCC on Instagram and Twitter @VSCCBristolCT.

Budget Highlights

0014500 HEALTH AND SOCIAL SERVICES OUTSIDE AGENCIES
VETERANS STRONG

OBJECT	PROJECT	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
CONTRACTUAL SERVICES							
585204		VETERANS STRONG	\$13,304	\$13,305	\$13,305	\$15,610	\$13,305
TOTAL CONTRACTUAL SERVICES			\$13,304	\$13,305	\$13,305	\$15,610	\$13,305
TOTAL VETERANS STRONG			\$13,304	\$13,305	\$13,305	\$15,610	\$13,305

Cemetery Upkeep
West Cemetery Association
 860-583-6133
 westcembristol@yahoo.com

Service Narrative

Although the West Cemetery is City owned, the care, custody, and management of the cemetery was delegated by the City to the West Cemetery Association (WCA) on October 12, 1889. The WCA is mostly self-providing and is governed by a twelve-member board of trustees all of whom donate their time and services. WCA employs a manager who supervises the day-to-day operations of both West Cemetery and Peacedale Cemetery; a full-time cemetery grounds foreman; a part-time assistant manager and part-time seasonal laborers.

Various special projects are financed by the City of Bristol, such as grounds maintenance of the "Soldiers Ground" at West Cemetery and grounds maintenance of the "Old North" (Lewis Street) and "South" (Downs Street) cemeteries. The WCA has a yearly contract with the City of Bristol for cemetery management and property management of the "Lake Avenue Cemetery".

Budget Highlights

0014550 CEMETERY UPKEEP

OBJECT	PROJECT	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
CONTRACTUAL SERVICES							
531400	SOLDIER'S		\$1,300	\$1,300	\$1,300	\$1,300	\$1,300
531405	LEWIS STREET		25,020	25,075	25,075	25,020	25,020
531410	DOWNS		12,324	12,325	12,325	12,325	12,325
531415	LAKE AVENUE		40,375	40,375	40,375	40,375	40,375
TOTAL CONTRACTUAL SERVICES			\$79,019	\$79,075	\$79,075	\$79,020	\$79,020
TOTAL CEMETERY UPKEEP			\$79,019	\$79,075	\$79,075	\$79,020	\$79,020

School Readiness Program

Mary Alice Petrucelli-Timek, Coordinator
 (860) 584-7812 ext. 451248
 maryalicepetrucellitimek@bristolct.gov

Service Narrative

PA 97-259, an Act concerning School Readiness and Child Day care, established a grant program to provide the State's contribution for financial support to Priority School Districts in the establishment of school readiness programs for young children (ages 3-4) in the community. This legislation also mandated the requirement for the community to establish a School Readiness Council.

Fiscal Year 2020 Goals and Accomplishments:

- Ensured all School Readiness (SR) slots were filled and Bristol is at slot capacity. Bristol was currently at 100% capacity until March 14th when they were shut down because of COVID-19.
- Presented an Early Childhood Conference for all Early Childhood Education (ECE) staff in community with quality workshops at a reasonable price. On August 25th and 26th; 95 professionals attended. Keynote Speaker was Commissioner Beth Bye. Presentation by Dr. Peg Oliveira, Executive Director of the Gesell Program in Early Childhood at Yale Child Study Center.

- Transition to Kindergarten – 85% of pre-k students registered for Kindergarten early. These children were placed in a raffle for a fire truck ride on the first day of school.
- Streamlined transition to kindergarten parent orientation throughout the community, “One Night-One Purpose” which was presented virtually in May 2020 because of COVID-19
- To increase the percentage of parents reading with their children on a daily basis. Focusing on prenatal Moms and Dads to instill the love of learning even before the child is born (Bristol Babies Born Learning). Implementation began January 1, 2020 in partnership with the Bristol Library and the Bristol Town Clerk’s office

Summary of FY 2020-2021 Budget:

- The budget request from the City of Bristol remains at \$25,000. This is the mandated amount the City must contribute to receive the \$100,000 Administrative funds from the Office of Early Childhood (OEC) for the School Readiness Grant.
Challenges that continue to impact the School Readiness Program in the City:
 -) Required programs by the OEC incur additional costs of serving children and their families without an increase in reimbursement rate.
 -) Increase in educational levels for Qualified Staff Member (QSM) without the pool of applicants to hire for these positions.
 -) Increase in the minimum wage for all staff will be a challenge.
 -) Behavioral challenges without funds for behavioral specialists in community programs remains an issue.
- A new initiative Case Consultation Committee facilitated by BOE supervisor and School Readiness grant manager with volunteer ECE experts in the field, will work with programs and teachers to come up with strategies to help children and families.

Fiscal Year 2021 Goals:

- Continue to apply for additional grants or funding to keep the quality and services of the School Readiness Programs of the highest quality.
- To keep children and staff in a safe environment according to new guidelines and continue providing great educational opportunities.

Long Term Goals:

- Increase education of families in the community regarding the health impacts on children using electronic devices (loss of vision, disruptive behaviors, cognitive impairment, lack of social skills).
- Increase the percentage of parents reading with their children on a daily basis.
- Further streamline the Transition to Kindergarten program to ensure it is seamless for all children.
- Further work on health initiatives in the community, focusing on reduction of childhood obesity issues.
- Continue to increase the community’s knowledge of the need to support quality early care and education. To view this as an investment for the future not only for the children and families in our community but for our community as a whole.
- To educate the community that without the services of affordable early care and education programs the ability for all workers to return to their employment will not be possible.

Performance Measures

Quantitative

Activity	2018-2019	2019-2020	2020-2021
School Readiness Award	\$2,900,052	\$2,939,412	\$2,939,412 *
School Readiness Slots – Full Day/Full Year	229	238	241*
Part Day/Part Year	167	159	152*
Total	396	397	393*

* Since there are new class size regulations in place during COVID-19, some of the learning experience may be distant learning

Qualitative:

The School Readiness grant manager works with early care and education providers and the community to ensure quality early care and education is available to Bristol families. Special attention and numerous hours are spent with School Readiness providers to make sure all eleven components of the School Readiness Grant are incorporated into their programs and that they are in compliance with the requirements of the grant.

Expenditure and Position Summary

	2019 Actual	2020 Estimated	2021 Budget
Salary Expenditures	\$83,936	\$91,136	\$0
Full Time Position	1	1	1

Budget Highlights

In 2020-2021, the Office of Early Childhood anticipates that the School Readiness Program will be level funded in the new fiscal year, but because of COVID-19 the number of children served at the program facility may be less with some children taking part in distant learning.

0014654 SCHOOL READINESS PROGRAM			2019	2020	2020	2021	2021
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURE	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$83,936	\$0	\$91,136	\$0	\$0
TOTAL SALARIES			\$83,936	\$0	\$91,136	\$0	\$0
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$22,043	\$21,750	\$30,614	\$21,750	\$21,750
531140		TRAINING	0	1,200	1,200	1,200	1,200
531160		PROGRAM CONTRIBUTIONS/GRANT SERVICES	2,753,443	0	2,839,412	0	0
531170		QUALITY ENHANCEMENT PURCHASE SERVICES	18,756	0	18,756	0	0
553100		POSTAGE	123	250	250	250	250
554000		TRAVEL REIMBURSEMENT	1,104	1,100	1,100	1,100	1,100
557700		ADVERTISING	61	400	400	400	400
581120		CONFERENCES AND MEMBERSHIPS	50	50	50	50	50
TOTAL CONTRACTUAL SERVICES			\$2,795,580	\$24,750	\$2,891,782	\$24,750	\$24,750
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$251	\$250	\$250	\$250	\$250
TOTAL SUPPLIES AND MATERIALS			\$251	\$250	\$250	\$250	\$250
TOTAL SCHOOL READINESS PROGRAM			\$2,879,767	\$25,000	\$2,983,168	\$25,000	\$25,000