PROPANE EDUCATION RESEARCH COUNCIL 2021 PROPOSED BUDGET BUDGET SUMMARY

		2020 Approved Budget		2021 Budget Proposal	Variance Favorable (Unfavorable)		
REVENUES:							
Assessment Collections	\$	41,854,183	\$	41,950,000	\$	95,816	
Less: State Rebates Net Assessment Revenue	\$ \$	(8,370,837) 33,483,347	\$ \$	(8,390,000) 33,560,000	\$ \$	(19,163) 76,653	
Propane Web Services Revenue	\$	12,000	\$	12,000	\$	-	
Investment Income	\$	200,000	\$	431,479	\$	231,479	
CETP Certification	\$	610,000	\$	142,250	\$	(467,750)	
Total Revenues	\$	34,305,347	\$	34,145,729	\$	(159,618)	
Fulfillment Operation Sales Revenue			<u></u>	020 248	<u>ው</u>	020 249	
			\$	930,248	\$	930,248	
Cost of Goods Sold Gross Profit	\$		\$ \$	(629,153) 301,095	\$ \$	(629,153) 301,095	
	Ψ	-			•		
Fulfillment Operating Expenses Fulfillment Net Income	\$		<u>\$</u>	(146,800) 154,295	\$ \$	(146,800) 154,295	
EXPENDITURES:							
Expenses Administrative Expenses	\$	2,567,488	\$	2,856,064	\$	288,576	
Other Expenses:							
Assessment & Collections	\$	90,000	\$	90,000	\$	-	
Depreciation Expenses Total Other Expenses	\$ \$	60,000 150,000	\$ \$	- 90,000	\$ \$	(60,000) (60,000)	
Total expenses	\$	2,717,488	\$	2,946,064		228,576	
Program Funding	<u> </u>	_, ,	<u> </u>	_,,	•		
Operating programs	\$	27,420,500	\$	26,020,500	\$	(1,400,000)	
Program Labor	\$	4,567,213	\$	4,857,611	\$	290,398	
Program Benefits	\$	750,240	\$	883,200	\$	132,960	
IT Program Support	\$	709,766	\$	742,649	\$	32,883	
Total Program Funding	\$	33,447,719	\$	32,503,960	\$	(943,760)	
TOTAL EXPENDITURES	\$	36,165,207	\$	35,450,024	\$	(715,183)	
Add De-obligations	\$	500,000	\$	500,000			
Increase/(Decrease) in Net Assets	\$	(1,359,861)	\$	(650,000)	\$	709,860	
Capital Budget:	\$	50,000	\$	-			

Administrative Expense Budget

	20)20 Budget	2021 Proposed Budget	Change		
Salaries & Taxes	\$	806,602	\$ 937,885	\$ 131,283		
Health Ins., Retirement & Other Benefits	\$	125,685	\$ 168,730	\$ 43,045		
Accounting & Bank Fees	\$	374,034	\$ 382,400	\$ 8,366		
Computer Maintenance & Services	\$	199,277	\$ 271,236	\$ 71,959		
Dues & Professional Training	\$	44,000	\$ 44,000	\$ -		
Equipment Maintenance	\$	2,000	\$ -	\$ (2,000)		
Insurance - Business	\$	60,000	\$ 89,000	\$ 29,000		
Lease Expense	\$	463,590	\$ 449,464	\$ (14,126)		
Legal Fees	\$	25,000	\$ 25,000	\$ -		
Meeting & Travel Expenses	\$	151,500	\$ 187,850	\$ 36,350		
Miscellaneous	\$	10,000	\$ 10,000	\$ -		
Business Taxes	\$	17,000	\$ 3,000	\$ (14,000)		
Office Supplies	\$	25,000	\$ 24,900	\$ (100)		
Postage & Shipping	\$	9,000	\$ 9,800	\$ 800		
Printing & Promotions	\$	6,000	\$ 3,850	\$ (2,150)		
Professional Services	\$	146,000	\$ 101,000	\$ (45,000)		
Subscriptions & Reference Materials	\$	5,000	\$ 5,400	\$ 400		
Telephone Services	\$	48,800	\$ 73,800	\$ 25,000		
Video/Audio/Photgraphy	\$	49,000	\$ 68,750	\$ 19,750		
Total Admin Expenses	\$	2,567,488	\$ 2,856,065	\$ 288,577		

IT Expense Budget

	202	2020 Budget		2021 Proposed Budget		Change
Website Related	\$	55,914	\$	138,452	\$	82,538
Customer Relationship Management	\$	31,428	\$	56,000	\$	24,572
Dashboards/Grant Management System	\$	222,224	\$	171,197	\$	(51,027)
Professional IT Services	\$	396,000	\$	360,000	\$	(36,000)
Misc Software/Hardware Repairs	\$	4,200	\$	17,000	\$	12,800
Total IT Program Expenses	\$	709,766	\$	742,649	\$	32,883

		FY20 Budget	FY21 Draft Budget	
Market	Activity		Total	Variance
Agricultur	Business Development	\$40,000	\$285,000	\$245,000
	Marketing / Communications	\$950,000	\$707,000	(\$243,000)
	Product Development	\$1,103,000	\$1,105,500	\$2,500
	Safety & Training	\$50,000	\$0	(\$50,000)
	Total	\$2,143,000	\$2,097,500	(\$45,500)
On Road				
	Business Development	\$150,000	\$590,000	\$440,000
	Marketing / Communications	\$1,475,000	\$985,000	(\$490,000)
	Market Research	\$75,000	\$0	(\$75,000)
	Product Development	\$1,821,000	\$1,610,000	(\$211,000)
	Safety & Training	\$300,000	\$150,000	(\$150,000)
	Technical Research & Trainir	\$0	\$325,000	\$325,000
	Total	\$3,821,000	\$3,660,000	(\$161,000)
Residentia	-			
	Business Development	\$50,000	\$522,500	\$472,500
	Incentive Programs	\$500,000	\$0	(\$500,000)
	Marketing / Communications	\$5,230,000	\$3,762,500	(\$1,467,500)
	Market Research	\$235,000	\$0	(\$235,000)
	Product Development	\$150,000	\$375,000	\$225,000
	Safety & Training	\$425,000	\$75,000	(\$350,000)
	Technical Research & Trainin	\$0	\$135,000	\$135,000
	Total	\$6,590,000	\$4,870,000	(\$1,720,000
commerci	ial	I T	T	
	Business Development	\$35,000	\$342,500	\$307,500
	Marketing / Communications	\$820,000	\$637,500	(\$182,500)
	Product Development	\$250,000	\$350,000	\$100,000
	Safety & Training	\$50,000	\$50,000	\$0
	Technical Research & Trainir	\$0	\$130,000	\$130,000
	Total	\$1,155,000	\$1,510,000	\$355,000
		\$1,155,000	\$1,510,000	\$355,000
haterial H	andling/Industrial			
	Business Development	\$120,000	\$365,000	\$245,000
	Marketing / Communications	\$850,000	\$545,000	(\$305,000)
	Market Research	\$50,000	\$0	(\$50,000)
	Product Development	\$550,000	\$550,000	\$0
	Safety & Training	\$50,000	\$40,000	(\$10,000)
	Technical Research & Trainir		\$70,000	\$70,000
	Total	\$1,620,000	\$1,570,000	(\$50,000)
Off Road	10141	\$ 1,0 <u>2</u> 0,000	\$ 1,01 0,000	(\$00,000)
/II IXOau	Rusinoss Dovolonment	¢170.000	\$255,000	\$85,000
	Business Development	\$170,000		\$85,000
	Incentive Programs	\$300,000	\$0	(\$300,000)
	Marketing / Communications	\$700,000	\$390,000	(\$310,000)
	Market Research	\$30,000	\$0	(\$30,000)
	Product Development	\$150,000	\$300,000	\$150,000
	Safety & Training	\$50,000	\$50,000	\$0
	Technical Research & Trainir	\$0	\$30,000	\$30,000
	Total	\$1,400,000	\$1,025,000	(\$375,000)
ndustry	. 5101	÷.,,	÷.,520,000	(#010,000)
lausuy	Markat Research	\$570,000	¢252.000	(\$210,000)
	Market Research		\$352,000	(\$218,000)
	Industry Supporting Activities		\$1,320,000	(\$99,000)
	Safety & Training	\$1,476,500	\$650,000	(\$826,500)
	Business Development	\$719,500	\$0	(\$719,500)
	Technical Research	\$600,000	\$0	(\$600,000)
	Total	\$4,785,000	\$2,322,000	(\$2,463,000
ross Mar	rket			
	Business Development	\$425,000	\$675,000	\$250,000
	Digital Strategy & Analytics	\$400,000	\$680,000	\$280,000
	Industry Supporting Activities		\$2,051,000	\$1,076,000
	Marketing / Communications	\$800,000	\$956,000	\$156,000
	Market Research	\$0	\$479,000	\$479,000
	Safety & Training	\$1,476,500	\$2,300,000	\$823,500
	Technical Research & Trainir	\$630,000	\$625,000	(\$5,000)
	Total	\$4,706,500	\$7,766,000	\$3,059,500
residenti	al Discretionary			
	Program Support	\$300,000	\$0	(\$300,000)
	Total	\$300,000	\$0 \$0	(\$300,000)
bourset !		<i>4</i> 500,000	φυ	(\$300,000)
nought L	eadership	* ****		A 0000 000
	I nurenmentel Thought I and	\$900,000	\$1,200,000	\$300,000
	Environmental Thought Lead			
Grand Tot	Total	\$900,000 \$27,420,500	\$1,200,000 \$26,020,500	\$300,000 (\$1,400,000)

Fiscal Year 21 Budget Matrix	Product Development	Business Development	Technical Research & Training	Business Marketing / Communications	Consumer Marketing / Communications	Environmental Thought Leadership	Industry Supporting Activities	Safety & Training	Digital Strategy & Analytics	Market Research	Market Total
Agriculture	1,105,500	285,000	-	342,000	365,000	-	-	-	-	-	2,097,500
Commercial	350,000	342,500	130,000	502,500	135,000	-	-	50,000	-	-	1,510,000
Cross-Market	-	675,000	625,000	-	956,000	-	2,051,000	2,300,000	680,000	479,000	7,766,000
Industry	-	-	-	-	-	-	1,320,000	650,000	-	352,000	2,322,000
Material Handling / Industrial	550,000	365,000	70,000	310,000	235,000	-	-	40,000	-	-	1,570,000
Off Road	300,000	255,000	30,000	185,000	205,000	-	-	50,000	-	-	1,025,000
On-Road	1,610,000	590,000	325,000	557,500	427,500	-	-	150,000	-	-	3,660,000
Residential	375,000	522,500	135,000	762,500	3,000,000	-	-	75,000	-	-	4,870,000
Thought Leadership	-	-	-	-	-	1,200,000	-	-	-	-	1,200,000
Activity Total	\$4,290,500	\$3,035,000	\$1,315,000	\$2,659,500	\$5,323,500	\$1,200,000	\$3,371,000	\$3,315,000	\$680,000	\$831,000	\$26,020,500

2021 Budget - Strategic Plan Alignment

On Road Market Research Poduct Development Service A Training Service A Training Servic	Strategic Plan Priority On Road Market Growth	Market	Activity	Strategic Score	FY20	FY21	Variance
Market Research Market Research Market Research Resident 1 Communications 30 (1,472,000) (1,471,000) (1,471,000) (1,472,000) 30,0000 (3,000) (3	Road Market Growth	On Road					
Marketing / Communications Safety & Training Barling Barlings 30 1.475.000 985.000 integras Market Growth Total 300 30.000 100.000 mmercialization & Market Growth Residential Diameter Development Marketing / Communications Barlings 30 1.105.000 355.000 Residential Diameter Development Marketing / Communications Barlings 30 1.105.000 777.000 Residential Diameter Development Marketing / Communications Barlings 30 1.105.000 777.000 Residential Diameter Development Marketing / Communications Barlings 30 980.000 777.000 Residential Diameter Development Barlings 30 980.000 777.000 Marketing / Communications Barlings 30 980.000 777.000 Residential Diameter Development Barlings 30 980.000 550.000 777.000 Market Research Product Development Barlings 30 980.000 550.000 77.000 Market Research Product Development Barlings 30 980.000 550.000 70.000 Off Read Formunications Barlings 30 70.000 475.000 75.000			Market Research		75,000	-	(75,00
Market Growth Total 30 1,475,00 985,000 Jacques Market Growth Total 300 30,000 150,000 352,000 Jacques Market Growth Total 300 300,000 100,000 100,000 Arginulture Product Development Market Growth Total 30 990,000 1,105,000 225,000 Residential Incertive Programs Market Research 30 90,000 70,000 225,000 70,000 Market Research Product Development Market Research 30 4,920,000 30,000 70,000 Market Research 225,000 70,000 325,000 70,000 325,000 70,000 Market Research 30 4,920,000 35,000 55,000<				30	,	1,610,000	(211,00
ataga Market Growth Total 30					, ,	, ,	(490,00
Safety & Training Business Development 30 300.000 3.821.000 150.000 3.821.000 commercialization & Market Growth Commercialization & Market Growth Agriculture Product Development Marketing / Communications Business Development 30 9.00.00 1.105.000 Residential Incentive Program Marketing / Communications Business Development 30 9.00.00 7.70.00 Residential Incentive Program Marketing / Communications 30 9.00.00 7.70.00 Commercial Product Development Marketing / Communications 30 9.00.00 7.70.00 Development 30 25.000 3.78.25.00 7.00.00 Business Development 30 9.00.00 7.70.00 Market Rosench 0.00.00 5.00.00 5.00.00 Market Rosench 0.00.00 5.00.00 5.00.00 Development 30 9.00.00 5.00.00 5.00.00 Market Rosench 0.00.00 5.00.00 5.00.00 5.00.00 Off Road Incentive Programs 30.00.00 1.00.00 5.00.00 5.00.00 5.00.00			5		-		325,00
Business Development 30 1100.00 500.000 commercialization & Market Growth Agriculture Product Development Marketing / Communications 30 990.000 777.000 Residential Section 30 990.000 777.000 525.000 777.000 Residential Section 30 990.000 777.000 525.000 - Market Growth Residential S00.000 777.000 325.000 - Market Growth Poggama S00.000 375.000 150.000 375.000 522.500 Commercial Development S00 4.560.000 377.200 525.000 52.500 52.500 52.500 52.500 55.000					300,000		(150,00
Utogas Market Growth Total 3,881,000 3,880,000			, ,	30			440,00
Agriculture Product Development Marketing / Communications 30 99.0.00 1,105,500 Residential Tocarbue Programs Marketing / Communications 30 99.0.000	utogas Market Growth Total		•				(161,00
Product Development Marketing / Communications Business Development 30 30 30 1,105,500 99,000 Residential Interview Programs Marketing / Communications Product Development Marketing / Communications Business	Commercialization & Market Growth						
Marketing / Communications 30 99.0.000 707.000 Business Development 30 90.000 - - Product Development 30 40.000 375.000 - Product Development 30 4.960.000 376.500 - Commercial Product Development 30 4.960.000 376.500 Marketing / Communications 30 4.960.000 357.600 Marketing / Communications 30 44.500 357.600 Marketing / Communications 30 44.500 357.600 Marketing / Communications 30 50.000 - Marketing / Communications 30 50.000 - Marketing / Communications 30 50.000 - Product Development 30 50.000 - Product Development 30 50.000 - Product Development 30 80.000 - Product Development 30 70.000 956.000 Product Development 30		Agriculture					
Business Development 30 - 285,000 Residential Incentive Programs 235,000 - - Market Research 30 4,890,000 3,72,250 - Commercial Product Development 30 4,890,000 3,72,250 Commercial Product Development 30 48,500 636,000 Marketing / Communications 30 10,000 342,500 637,500 Marketing / Communications 30 10,000 550,000 - Marketing / Communications 30 70,000 550,000 - Market Research 30 10,000 30,000 - Market Research 30 70,000 550,000 - Market Research 30 10,000 30,000 - Market Research 30 10,000 30,000 - Market Research 30 10,000 30,000 - Cross Market Business Development 30 70,000 550,000 -			•		, ,	, ,	2,50
Residential incentive Programs 550.000 375.000 Market Research 330 4.960.000 3.752.500 Market Research 300 4.960.000 3.752.500 Commercial Product Development 300 4.960.000 3.752.500 Market ID Communications 300 645.000 637.500 Business Development 300 645.000 645.000 645.000 Market ID Society 300 645.000 650.000 645.000 Market Research 70.000 755.000 650.000 650.000 Market Research 300 90.000 645.000 650.000 650.000 Dercess Barket 300 90.000 255.000 300.000 650.000 300.000 650.000 650.000 550.000					990,000	,	(283,00
Incentive Programs 500,000 - Market Research 235,000 375,000 Product Development 30 150,000 375,000 Business Development 30 250,000 250,000 Product Development 30 160,000 32,72,200 Marketing / Communications 30 160,000 32,72,000 Marketing / Communications 30 160,000 32,72,000 Marketing / Communications 30 160,000 342,800 Marketing / Communications 30 900,000 565,000 Business Development 30 900,000 565,000 Product Development 30 900,000 565,000 Marketing / Communications 30 70,000 359,000 Cross Market Business Development 30 70,000 359,000 Cross Market Business Development 30 600,000 656,000 Product Development 30 600,000 656,000 75,000 Droght Leadership / Communications 30 <td></td> <td></td> <td>Business Development</td> <td>30</td> <td>-</td> <td>285,000</td> <td>285,00</td>			Business Development	30	-	285,000	285,00
Market Research Product Development Marketing / Communications Business Development Marketing / Communications Business Development Marketing / Communications Business Development Marketing / Communications Business Development Product Development Product Development Marketing / Communications Business Development Business Development Product Development Business Development Product Development Business Development Business Development Product Development Marketing / Communications Business Development Business Development		Residential					(======
Product Development Marketing / Commercial Business Development Marketing / Commercial Marketing / Commercial Mark			-			-	(500,00
Marketing / Communications Business Development Marketing / Communications Business Development Business Development Busi				22		-	(235,00
Business Development 30 25,000 522,500 Product Development Marketing / Communications Business Development 30 84,500 637,500 Market Research Marketing / Communications 30 85,000 550,000 Market Research Marketing / Communications 30 70,000 560,000 Market Research Marketing / Communications 30 70,000 560,000 Off Road incentive Programs Marketing / Communications 30 800,000 550,000 Cross Market Business Development 30 800,000 300,000 Cross Market Business Development 30 800,000 300,000 Cross Market Business Development 30 800,000 390,000 Cross Market Business Development 30 800,000 770,000 Cross Market Business Development 30 400,000 660,000 Thought Leadership Technical Research & Training 30 400,000 660,000 Thought Leadership Safety & Training 30 50,000 130,000 <tr< td=""><td></td><td></td><td></td><td></td><td></td><td>,</td><td>225,00</td></tr<>						,	225,00
Commercial Product Development Marketing / Communications Business Development 30 250,000 637,500 Material Handling/Industrial Market Research Product Development 30 90,000 545,000 Market Research Product Development 30 90,000 545,000 550,000 Market Research Product Development 30 90,000 545,000 550,000 Off Road Interime Programs Market Research Market Research Market Research Market Research 30 90,000 650,000 Cross Market Business Development 30 70,000 255,000 75,000 Cross Market Business Development 30 600,000 675,000 750,000 Cross Market Market Research Marketing / Communications Digital Strategy & Analytics 30 425,000 479,000 Tought Leadership Commercial Safety & Training 30 425,000 550,000 Commercial Istrategy & Analytics 30 50,000 680,000 120,000 550,000 Tought Leadership Communications 30 50,000 133,000 130,000<						, ,	(1,197,50
Product Development Marketing / Communications Business Development 30 280,000 350,000 Market Research Marketing / Communications Marketing / Communications Marketing / Communications Business Development 30 90,000 54,000 Off Road 10,000 300,000 - - Market Research Product Development Marketing / Communications Business Development 30 800,000 - Cross Market Incentive Programs Business Development 30 800,000 300,000 Cross Market Business Development 30 70,000 360,000 Cross Market Business Development 30 70,000 360,000 Cross Market Business Development 30 70,000 473,000 Marketing / Communications Business Development 30 70,000 473,000 473,000 Cross Market Business Development 30 70,000 473,000 473,000 Cross Market Safety & Training Technical Research & Training 30 70,000 56,000 1200,000 Commercial Safety & Training Technical Research & Training 30			Business Development	30	25,000	522,500	497,50
Marketing / Communications 30 945,000 637,500 Marketing / Communications 30 10,000 342,500 Marketing / Communications 30 550,000 560,000 Product Development 30 70,000 365,000 Off Road Incentive Programs 30 70,000 380,000 Marketing / Communications 30 70,000 380,000 Marketing / Communications 30 70,000 380,000 Marketing / Communications 30 70,000 380,000 Cross Market Business Development 30 70,000 479,000 Marketing / Communications 30 70,000 479,000 479,000 Marketing / Communications 30 570,000 479,000 479,000 Marketing / Communications 30 570,000 479,000 3340,000 680,000 560,000 560,000 560,000 560,000 560,000 560,000 560,000 560,000 560,000 560,000 560,000 560,000 560,000		Commercial		22	050.000		
Business Development 30 10.000 342.500 Material Handing/Industrial Market Research Market Research Market Research 50.000 55.000 Off Road Incentive Programs Market Research 30 900.000 545.000 Off Road Incentive Programs Market Research 300 900.000 55.000 Off Road Incentive Programs Market Research 300 000.000 300.000 Cross Market Business Development 300 600.000 300.000 - Cross Market Business Development 30 770.000 475.000 - hought Leadership Cross Market Market Research Marketing / Communications Digital Strategy & Analytics Towing Leadership 30 770.000 475.000 - hought Leadership Total Safety & Training Technical Research & Trainir 30 770.000 3340.000 - Technical Research & Trainir Taning Safety & Training Technical Research & Trainir 30 50.000 55.000 - - Material Handing/Industrial Industry Safety & Training Safety & Training 30 50.000			•			,	100,00
Material Handling/Industrial Market Research Product Development Marketing / Communications Business Development Off Road 50,000 Free Product Development 30 550,000 550,000 70,000							(207,50
Market Research 50,000		NA 1 1 111 1 10 10 10 10 10 10	Business Development	30	10,000	342,500	332,5
Off Road 30 550.000 550.000 Marketing / Communications 30 70.000 365.000 Marketing / Communications 30 70.000 365.000 Market Research 300 070.000 300.000 Market Research 300 800.000 300.000 Market Growth Business Development 30 800.000 300.000 Cross Market Business Development 30 70.000 255.000 - hought Leadership Cross Market Business Development 30 570.000 479.000 Marketing / Communications 30 570.000 479.000 - hought Leadership Cross Market 30 570.000 479.000 - hought Leadership Total Cross Market Safety & Training 30 400.000 680.000 - hought Leadership Total Safety & Training 30 50.000 75.000 - 130.000 - 130.000 - 130.000 - 130.000 -		waterial Handling/Industrial	Market Deserve		50.000		(50.0)
Marketing / Communications 30 900,000 545,000 Off Road Incentive Programs Market Research 300,000				- 00	,	-	(50,0
Business Development 30 70,000 365,000 Off Road Incentive Programs Market Research 30,000 - Product Development 30 150,000 300,000 Market Research 30 70,000 255,000 Cross Market Business Development 30 600,000 675,000 hought Leadership Cross Market Market Research 30 570,000 479,000 hought Leadership Cross Market Market Research 30 570,000 479,000 hought Leadership Cross Market Market Research 30 570,000 479,000 hought Leadership Total Cross Market Safety & Training 30 400,000 680,000 raining Residential Safety & Training 30 - 135,000 raining Commercial Safety & Training 30 - 130,000 Commercial Safety & Training 30 - 130,000 - Research & Training 30 - 750,000						,	-
Off Read Incentive Programs Market Research 30,000 - Product Development 30 800,000 390,000 Cross Market Business Development 30 600,000 675,000 hought Leadership Cross Market Business Development 30 70,000 255,000 Cross Market Business Development 30 600,000 675,000 - hought Leadership Cross Market Market Research Market Research Ratering / Communications 30 770,000 479,000 966,000 - bigital Strategy & Analytics 30 750,000 680,000 - - hought Leadership 30 750,000 479,000 680,000 - - hought Leadership Total Safety & Analytics 30 750,000 630,000 - - - 135,000 - 135,000 - - 135,000 - 135,000 - 135,000 - 130,000 - 130,000 - 130,000 - 130,000						,	(355,0
Incentive Programs 30,000 - Market Research 30,000 - Product Development 30 150,000 390,000 Business Development 30 70,000 255,000 Toronumcations 30 70,000 255,000 Hought Leadership Cross Market Business Development 30 770,000 479,000 hought Leadership Cross Market Market Research 30 770,000 479,000 hought Leadership Cross Market Market Research 30 70,000 479,000 hought Leadership Cross Market Market Research 30 90,0000 12,000 hought Leadership Cross Market Safety & Training 30 40,000 52,000 raining Residential Safety & Training 30 50,000 50,000 50,000 Commercial Safety & Training 30 - 135,000 50,000 Commercial Safety & Training 30 - 130,000 - 30,0		Off Deed	Dusiness Development	30	70,000	365,000	295,00
Market Research Product Development 30 50,000 30,000 - 15,000 300,000 390,000 Ommercialization & Market Growth Business Development 30 600,000 675,000 - 12,588,000 - 11,167,500 - - - - -		Off Road			000.000		(000.0)
Product Development Marketing / Communications Business Development 30 150,000 300,000 Cross Market Business Development 30 600,000 675,000 - ommercialization & Market Growth Business Development 30 600,000 675,000 - hought Leadership Cross Market Market Research Marketing / Communications Digital Strategy & Analytics 30 570,000 479,000 479,000 966,000 12,268,000 12,00,000 680,000 - - 500,000 265,000 265,000 265,000 - - 500,000 960,000 - - 500,000 265,000 - - - - 500,000 - - 500,000 - - - - - - - 500,000 - - 135,000 - - 135,000 - - 135,000 - 135,000 - 136,000 - 130,000 - 130,000 - 130,000 - 130,000 - 130,000			-			-	(300,0
Marketing / Communications Business Development 30 800.000 390.000 commercialization & Market Growth Business Development 30 600.000 255.000 - hought Leadership Cross Market Market Research Marketing / Communications 30 70,000 479.000 - hought Leadership Cross Market Market Research Marketing / Communications 30 700,000 479.000 - hought Leadership Total Training 30 700,000 12,0000 - - 135,000 - - 135,000 - - - 340,000 630,000 630,000 630,000 630,000 - - 135,000 - - 135,000 - 135,000 - 130,000 - - 130,000 - 130,000 - 130,000 - 130,000 - - 130,000 - - 130,000 - - 130,000 - - 130,000 - - 130,000 - -				20	,	-	(30,0
Business Development 30 70,000 255,000 cross Market Business Development 30 600,000 675,000 - hought Leadership Cross Market Market Research 30 570,000 479,000 947,000 hought Leadership Cross Market Market Research 30 570,000 479,000 956,000 11,167,500 - hought Leadership Coss Market Market Research 30 570,000 479,000 956,000 12,00,000 680,000 12,00,000 680,000 12,00,000 630,000 225,000 3,940,000 50,000 75,000 - 75,000 - 75,000 - 75,000 - 75,000 - 75,000 - 75,000 - 75,000 - 75,000 - 75,000 - 75,000 - 75,000 - 75,000 - 75,000 - 75,000 - 75,000 - 75,000 - 75,000 - 70,000 50,000 50,0			•			,	150,00
Cross Market Business Development 30 600,000 675,000 hought Leadership Cross Market Market Research Marketing / Communications Digital Strategy & Analytics Thought Leadership 30 570,000 479,000 479,000 479,000 560,000 12,00,000 680,000 12,00,000 680,000 12,00,000 680,000 12,00,000 680,000 12,00,000 680,000 12,00,000 680,000 12,00,000 625,000 33,940,000 625,000 32,940,000 625,000 32,940,000 12,00,000 625,000 12,00,000 625,000 12,00,000 625,000 32,940,000 12,00,000 625,000 32,940,000 12,00,000 12,00,000 60,000 12,00,000 60,000 12,00,000						,	(410,00
Business Development 30 600,000 (12,588,000 675,000 (11,167,500 600,000 (11,167,500 600,000 (11,167,500 750,000 (11,167,500 670,000 (11,167,500 670,000 (12,000 680,000 (12,000,000 680,000 (12,000,000 680,000 (12,000,000 680,000 (12,000,000 680,000 (12,000,000 680,000 (12,000,000 680,000 (12,000,000 680,000 (12,000,000 680,000 (12,000,000 680,000 (13,000 680,000 (13,000 680,000 (13,000 680,000 </td <td></td> <td>a M h h</td> <td>Business Development</td> <td>30</td> <td>70,000</td> <td>255,000</td> <td>185,00</td>		a M h h	Business Development	30	70,000	255,000	185,00
Cross Market Tabupt Leadership Tought Leadership <t< td=""><td></td><td>Cross Market</td><td>Durain and David annual</td><td>20</td><td>000.000</td><td>075 000</td><td>75.00</td></t<>		Cross Market	Durain and David annual	20	000.000	075 000	75.00
Cross Market Market Research Marketing / Communications Digital Strategy & Analytics Thought Leadership 30 570,000 479,000 Thought Leadership 30 750,000 850,000 850,000 860,000 860,000 860,000 820,000 820,000 820,000 820,000 820,000 625,000 3,240,000 625,000 3,240,000 625,000 3,340,000 625,000 3,340,000 625,000 3,340,000 625,000 3,340,000 625,000 3,340,000 625,000 3,340,000 625,000 3,340,000 625,000 3,340,000 625,000 3,340,000 625,000 3,340,000 625,000 3,340,000 625,000 3,340,000 625,000 3,340,000 625,000 50,000 50,000 50,000 50,000 50,000 50,000 50,000 50,000 50,000 625,000 625,000 625,000 625,000 625,000 625,000 625,000 625,000 630,000 630,000 630,000 630,000 650,000 70,000 50,000 70,000 50,000 650,000 <t< td=""><td>Commorcialization & Markot Growth</td><td></td><td>Business Development</td><td>30</td><td></td><td></td><td>75,00 (1,420,50</td></t<>	Commorcialization & Markot Growth		Business Development	30			75,00 (1,420,50
Cross Market Market Research Marketing / Communications Digital Strategy & Analytics Thought Leadership Total 30 570,000 479,000 956,000 680,000 956,000 680,000 956,000 680,000 1200,000 680,000 956,000 680,000 956,000 680,000 956,000 680,000 956,000 625,000 3,250,000 625,000 525,000 3,940,000 750,000 625,000 3,940,000 750,000 625,000 3,940,000 750,000 625,000 3,940,000 750,000 625,000 750,000 700,000 700,000 700,000 700,000 <t< td=""><td></td><td></td><td></td><td></td><td>12,300,000</td><td>11,107,500</td><td>(1,420,50</td></t<>					12,300,000	11,107,500	(1,420,50
Market Research Market Research Digital Strategy & Analytics Thought Leadership Technical Research & Trainin and Safety & Training Commercial 30 (30) (30) (30) (30) (30) (30) (30) (3	nought Leadership	Cross Market					
Marketing / Communications Digital Strategy & Analytics Thought Leadership Technical Research & Training 30 750,000 956,000 Training 30 400,000 625,000 62,000 62,000 62,000 62,000 62,000 62,000 62,000 62,000 62,000 62,000 62,000 62,000 62,000 62,000 62,000 650,000 650,000 650,000 650,000 650,000 650,000 650,000 650,000 650,000 650,00		Closs Market	Market Pessarch	30	570.000	470.000	(91,00
Digital Strategy & Analytics Thought Leadership 30 30 30 30 300,000 400,000 680,000 3,200,000 680,000 1,200,000 625,000 residential Safety & Training Technical Research & Trainin 30 425,000 75,000 50,000 50,000 50,000 Commercial Safety & Training Technical Research & Trainin 30 40,000 630,000 625,000 75,000 Material Handling/Industrial Safety & Training Technical Research & Trainin 30 40,000 40,000 40,000 Off Road Safety & Training Technical Research & Trainin 30 50,000 50,000 50,000 50,000 50,000 50,000 60,000 40,000 40,000 40,000 40,000 40,000 40,000 40,000 40,000 50,00					,	,	206,00
Thought Leadership Technical Research & Trainir 30 30 30 30 3280,000 900,000 1,200,000 633,000 1,200,000 633,000 Training Training Residential Safety & Training Technical Research & Trainir 30 30 30 425,000 425,000 75,000 75,000 Commercial Safety & Training Technical Research & Trainir 30 30 40,000 50,000 50,000 50,000 Material Handling/Industrial Safety & Training Technical Research & Trainir 30 30 40,000 7 40,000 7 Off Road Safety & Training Technical Research & Trainir 30 30 50,000 7 50,000 7 Off Road Safety & Training Technical Research & Trainir 30 30 2,000,000 2,300,000 Off Road Safety & Training Technical Research & Trainir 30 30 2,000,000 2,300,000 Training Total Safety & Training 30 30 2,000,000 2,300,000 Training Total Safety & Training 30 30 2,000,000 30,000 Uther Cross Market Industry Industry Supporting Activities 10 10 300,000 32,000 Presidential Discretionary Program Support 10 300,000 </td <td></td> <td></td> <td></td> <td></td> <td></td> <td>,</td> <td>200,00</td>						,	200,00
hought Leadership Total Technical Research & Training 30 630,000 625,000 3,340,000 7 raining Residential Safety & Training 30 425,000 75,000 75,000 Commercial Safety & Training 30 50,000 50,000 50,000 Commercial Safety & Training 30 50,000 50,000 135,000 Material Handling/Industrial Safety & Training 30 40,000 40,000 130,000 Off Road Safety & Training 30 50,000 50,000 60,000 70,000 70,000 70,000 70,000 70,000 70,000 70,000 70,000 70,000 70,000 70,000 70,000 2,300,000 80,000 800,000 800,000 800,000 800,000 1,358,000 650,000 70,000 719,500 1,251,000 1,320,000 650,000 719,500 1,251,000 1,320,000 650,000 650,000 650,000 650,000 719,500 1,251,000 1,320,000 600,000 35						,	300,00
Thought Leadership Total 3,250,000 3,940,000 - Training Residential Safety & Training Technical Research & Trainin 30 425,000 75,000 Commercial Safety & Training Technical Research & Trainin 30 50,000 50,000 Material Handling/Industrial Safety & Training Technical Research & Trainin 30 - 135,000 Material Handling/Industrial Safety & Training Technical Research & Trainin 30 40,000 40,000 Off Road Safety & Training Technical Research & Trainin 30 - 70,000 Off Road Safety & Training Technical Research & Trainin 30 50,000 50,000 Off Road Safety & Training Technical Research & Trainin 30 2,000,000 2,300,000 Off Road Safety & Training Safety & Training 30 2,000,000 2,300,000 Off Road Safety & Training Safety & Training 30 2,000,000 2,300,000 Training Total Safety & Training Industry 10 719,500 1,251,000 Industry Industry Supporting Activities Market Resear							(5,00
Residential Safety & Training Technical Research & Trainin 30 425,000 75,000 Commercial Safety & Training Technical Research & Trainin 30 50,000 50,000 Material Handling/Industrial Safety & Training Technical Research & Trainin 30 40,000 40,000 Material Handling/Industrial Safety & Training Technical Research & Trainin 30 50,000 50,000 Off Road Safety & Training Technical Research & Trainin 30 50,000 50,000 Off Road Safety & Training Technical Research & Trainin 30 50,000 50,000 Off Road Safety & Training Technical Research & Trainin 30 50,000 2,300,000 Industry Workforce Outreach Safety & Training 30 2,000,000 2,300,000 Industry Industry Supporting Activities 10 719,500 1,251,000 Industry Industry Supporting Activities 20 1,419,000 1,320,000 Market Research 10 600,000 352,000 - Other Tresidential Discretionary Program Support	bought Leadershin Total		recinical Research & Traini	50			690,00
Residential Safety & Training Technical Research & Trainir 30 30 30 425,000 425,000 75,000 135,000 Commercial Safety & Training Technical Research & Trainir 30 30 - 135,000 Material Handling/Industrial Safety & Training Technical Research & Trainir 30 30 - 130,000 Off Road Safety & Training Technical Research & Trainir 30 30 - 70,000 Off Road Safety & Training Technical Research & Trainir 30 30 50,000 50,000 Off Road Safety & Training Technical Research & Trainir 30 30 50,000 2,300,000 Cross Market Safety & Training Safety & Training 30 30 2,000,000 2,300,000 Industry Workforce Outreach Safety & Training 30 30 1,358,000 650,000 Cross Market Industry Supporting Activities 10 719,500 1,251,000 Industry Industry Supporting Activities 20 1,419,000 1,320,000 352,000 Presidential Discretionary Program Support 10 300,000 2,923,000 -	V 1				0,200,000	0,040,000	000,00
Safety & Training Technical Research & Training 30 30 425,000 - 75,000 - Commercial Safety & Training Technical Research & Training 30 30 50,000 50,000 50,000 50,000 Material Handling/Industrial Safety & Training Technical Research & Training 30 30 40,000 40,000 Off Road Safety & Training Technical Research & Training 30 30 50,000 50,000 Off Road Safety & Training Technical Research & Training 30 30 50,000 50,000 Off Road Safety & Training Technical Research & Training 30 30 50,000 50,000 Off Road Safety & Training Technical Research & Training 30 30 2,000,000 2,300,000 Industry Workforce Outreach Safety & Training 30 30 1,358,000 650,000 Training 30 1,358,000 4,330,000 4,330,000 Training 30 1,419,000 1,320,000 Training 10 600,000 352,000 Training 10 300,000 352,000 Training 10 300,000		Residential					
Technical Research & Trainin 30 - 135,000 Commercial Safety & Training Technical Research & Trainin 30 50,000 50,000 Material Handling/Industrial Safety & Training Technical Research & Trainin 30 40,000 40,000 Material Handling/Industrial Safety & Training Technical Research & Trainin 30 40,000 40,000 Off Road Safety & Training Technical Research & Trainin 30 50,000 50,000 Off Road Safety & Training Technical Research & Trainin 30 50,000 50,000 Cross Market Safety & Training 30 2,000,000 2,300,000 Industry Workforce Outreach Safety & Training 30 1,358,000 650,000 Training Total Training 30 1,358,000 650,000 4,723,000 Training Total Industry Supporting Activities 10 719,500 1,251,000 Industry Industry Supporting Activities 20 1,419,000 352,000 - Presidential Discretionary Program Support 10 300,000 <td></td> <td></td> <td>Safety & Training</td> <td>30</td> <td>425 000</td> <td>75 000</td> <td>(350,00</td>			Safety & Training	30	425 000	75 000	(350,00
Commercial Safety & Training Technical Research & Trainin 30 50,000 50,000 Material Handling/Industrial Safety & Training Technical Research & Trainin 30 40,000 40,000 Off Road Safety & Training Technical Research & Trainin 30 50,000 - 70,000 Off Road Safety & Training Technical Research & Trainin 30 50,000 - - 70,000 Cross Market Safety & Training Technical Research & Trainin 30 2,000,000 2,300,000 - - 30,000 - 30,000 - 30,000 - - 30,000 - 30,000 - 30,000 - - 30,000 - - 30,000 - - 30,000 - - - 30,000 - - 30,000 - - - 30,000 -					-		135,00
Safety & Training Technical Research & Trainin 30 30 30 50,000 50,000 50,000 130,000 Material Handling/Industrial Safety & Training Technical Research & Trainin 30 40,000 40,000 Safety & Training Technical Research & Trainin 30 50,000 50,000 Off Road Safety & Training Technical Research & Trainin 30 50,000 50,000 Cross Market Safety & Training 30 2,000,000 2,300,000 Industry Workforce Outreach Safety & Training 30 800,000 650,000 ther Cross Market Industry Supporting Activities 10 719,500 1,251,000 Industry Industry Supporting Activities 20 1,419,000 352,000 352,000 Warket Research 10 300,000 - - - - Where Total Program Support 10 300,000 - - -		Commercial		00		100,000	100,0
Material Handling/Industrial Technical Research & Trainin 30 - 130,000 Material Handling/Industrial Safety & Training Technical Research & Trainin 30 40,000 40,000 Off Road Safety & Training Technical Research & Trainin 30 50,000 50,000 Off Road Safety & Training Technical Research & Trainin 30 50,000 50,000 Cross Market Safety & Training 30 2,000,000 2,300,000 Industry Workforce Outreach Safety & Training 30 800,000 800,000 Undustry Workforce Outreach Safety & Training 30 1,358,000 650,000 Other Cross Market Industry Supporting Activities 10 719,500 1,251,000 Industry Industry Supporting Activities 20 1,419,000 3320,000 352,000 Market Research 10 600,000 352,000 - - Presidential Discretionary Program Support 10 303,000 - - Other Total - 3,038,500 <td></td> <td>Commoroidi</td> <td>Safety & Training</td> <td>30</td> <td>50,000</td> <td>50,000</td> <td>_</td>		Commoroidi	Safety & Training	30	50,000	50,000	_
Material Handling/Industrial Technical Research & Training Technical Research & Total Technical Research & Total					-	,	130,00
Safety & Training Technical Research & Trainin 30 30 40,000 - 40,000 70,000 Off Road Safety & Training Technical Research & Trainin 30 30 50,000 - 50,000 30,000 Cross Market Safety & Training Technical Research & Trainin 30 30 2,000,000 2,300,000 Industry Workforce Outreach Safety & Training 30 30 1,358,000 800,000 650,000 ther Cross Market Industry Industry Supporting Activities 10 10 719,500 1,251,000 Industry Industry Supporting Activities 10 10 719,500 1,320,000 Warket Research 10 600,000 352,000 - Presidential Discretionary Program Support 10 300,000 -		Material Handling/Industrial		00		100,000	100,00
Technical Research & Trainir 30 - 70,000 Off Road Safety & Training Technical Research & Trainir 30 50,000 50,000 Cross Market Safety & Training 30 2,000,000 2,300,000 Industry Workforce Outreach Safety & Training 30 1,358,000 650,000 Verkforce Outreach Safety & Training 30 1,358,000 650,000 4,330,000 Other Cross Market Industry 10 719,500 1,251,000 Industry Industry Supporting Activities 10 719,500 1,320,000 Warket Research 10 600,000 352,000 - Presidential Discretionary Program Support 10 300,000 - Other Total - - - - -		Material Handling/Industrial	Safety & Training	30	40.000	40.000	_
Off Road Safety & Training Technical Research & Training 30 50,000 50,000 Cross Market Safety & Training 30 2,000,000 2,300,000 Industry Workforce Outreach Safety & Training 30 800,000 800,000 Workforce Outreach Safety & Training 30 4,723,000 4,330,000 - Other Cross Market Industry 10 719,500 1,251,000 Industry Industry Supporting Activities 20 1,419,000 352,000 Warket Research 10 600,000 352,000 - Other Total - 3,038,500 - -					40,000	,	70,00
Safety & Training Technical Research & Trainin 30 50,000 50,000 Cross Market Safety & Training 30 2,000,000 2,300,000 Industry Workforce Outreach Safety & Training 30 800,000 800,000 Workforce Outreach Safety & Training 30 1,358,000 650,000 - Other Cross Market Industry 10 719,500 1,251,000 Industry Industry Supporting Activities 10 719,500 1,320,000 Market Research 10 600,000 352,000 - Presidential Discretionary Program Support 10 300,000 - Other Total		Off Bood	recinical Research & Traini	50	-	70,000	70,00
Technical Research & Trainin 30 - 30,000 Cross Market Safety & Training 30 2,000,000 2,300,000 Industry Workforce Outreach Safety & Training 30 1,358,000 800,000 Verkforce Outreach Safety & Training 30 1,358,000 650,000 4,330,000 Other Cross Market Industry Supporting Activities 10 719,500 1,251,000 Industry Industry Supporting Activities 20 1,419,000 1,320,000 Market Research 10 600,000 352,000 Presidential Discretionary Program Support 10 300,000 - Other Total 30,038,500 2,923,000 - -		UII Nuau	Safety & Training	30	50 000	50 000	
Cross Market Safety & Training 30 2,000,000 2,300,000 Industry Workforce Outreach 30 800,000 800,000 650,000 4,330,000 650,000 4,330,000 650,000 4,330,000 650,000 4,330,000 650,000 4,330,000 650,000 4,330,000 650,000 4,330,000 650,000 4,330,000 650,000 4,330,000 650,000 4,330,000 650,000 650,000 4,330,000 650,000 650,000 650,000 650,000 650,000 4,330,000 650,000 </td <td></td> <td></td> <td></td> <td></td> <td>50,000</td> <td></td> <td>-</td>					50,000		-
Safety & Training 30 2,000,000 2,300,000 Workforce Outreach Safety & Training 30 800,000 800,000 650,000 - Other Cross Market Industry Industry Supporting Activities 10 719,500 1,251,000 - Industry Industry Supporting Activities 20 1,419,000 1,320,000 - Presidential Discretionary Program Support 10 300,000 - - Other Total		Cross Market	rechnical Research & frainir	30	-	30,000	30,00
Industry Workforce Outreach Safety & Training 30 800,000 800,000 'raining Total 30 1,358,000 650,000 4,330,000 Other Cross Market Industry Supporting Activities 10 719,500 1,251,000 Industry Industry Supporting Activities 20 1,419,000 1,320,000 Market Research 10 600,000 352,000 Presidential Discretionary Program Support 10 300,000 - Other Total 3,038,500 2,923,000 - -		UIUSS WIAIKEL	Safaty & Training	20	2 000 000	2 200 000	200.00
Workforce Outreach Safety & Training 30 30 800,000 1,358,000 800,000 650,000 training Total 4,723,000 4,330,000 - ther Cross Market Industry Supporting Activities 10 719,500 1,251,000 Industry Industry Supporting Activities 20 1,419,000 1,320,000 Market Research 10 600,000 352,000 Presidential Discretionary Program Support 10 300,000 - ther Total 3,038,500 2,923,000 - -		Inductor	Salety & Training	30	2,000,000	2,300,000	300,00
Safety & Training 30 1,358,000 4,723,000 650,000 4,330,000 Other Cross Market Industry Supporting Activities 10 719,500 1,251,000 Industry Industry Supporting Activities 20 1,419,000 1,320,000 Market Research 10 600,000 352,000 Presidential Discretionary Program Support 10 300,000 - Other Total 3,038,500 2,923,000 - -		moustry	Workforce Outroast	20	000 000	000.000	
Training Total 4,723,000 4,330,000 Other Cross Market Industry Supporting Activities 10 719,500 1,251,000 Industry Industry Supporting Activities 20 1,419,000 1,320,000 Market Research 10 600,000 352,000 Presidential Discretionary Program Support 10 300,000 - Other Total 3,038,500 2,923,000 - -						,	-
Other Cross Market Industry Supporting Activities 10 719,500 1,251,000 Industry Industry Supporting Activities 20 1,419,000 1,320,000 Market Research 10 600,000 352,000 Presidential Discretionary Program Support 10 300,000 - Other Total 3,038,500 2,923,000 - -	raining Total		Salety & Training	30			(708,00
Cross Market Industry Supporting Activities 10 719,500 1,251,000 Industry Industry Supporting Activities 20 1,419,000 1,320,000 Market Research 10 600,000 352,000 Presidential Discretionary Program Support 10 300,000 - Other Total 3,038,500 2,923,000 - -					+,123,000	4 ,330,000	(393,00
Industry Supporting Activities 10 719,500 1,251,000 Industry Industry Supporting Activities 20 1,419,000 1,320,000 Market Research 10 600,000 352,000 Presidential Discretionary Program Support 10 300,000 - Other Total 3,038,500 2,923,000 - -		Cross Market					
Industry Industry Supporting Activities 20 1,419,000 1,320,000 Market Research 10 600,000 352,000 Presidential Discretionary Program Support 10 300,000 - Other Total 3,038,500 2,923,000 - -		UIUSS WIAIKEL	Industry Supporting Astron	40	710 500	1 251 000	E04 50
Industry Supporting Activities 20 1,419,000 1,320,000 Market Research 10 600,000 352,000 Presidential Discretionary Program Support 10 300,000 - Other Total 3,038,500 2,923,000 - -		Industry	mousity supporting Activities	10	719,500	1,251,000	531,50
Market Research 10 600,000 352,000 Presidential Discretionary Program Support 10 300,000 - Other Total 3,038,500 2,923,000 - -		muusuy	Industry Supporting Astron	20	1 410 000	1 220 000	/00.00
Presidential Discretionary Program Support 10 300,000 - Other Total 3,038,500 2,923,000							(99,00
Program Support 10 300,000 - Other Total 3,038,500 2,923,000 -		Providential Disertian	WAIKEL RESEATCH	10	000,000	JJZ,000	(248,00
Other Total 3,038,500 2,923,000		Presidential Discretionary	Brogrom Summert	40	200.000		(200.00
	Other Total		гюдгант эйррогс	10		2 022 000	(300,00
Grand Total 27,420,500 26,020,500	Aller Total				3,038,500	2,923,000	(115,50
manu rotar 21,420,300 26,020,500	Frand Total				27 420 E00	26 020 500	14 400 0
	ทลาเป 10เลเ				21,420,500	20,020,500	(1,400,0
		On a sife all the site of the					
30 Specifically called out in strategic objectives. 20 Not specifically called out in strategic objectives, but consistent with strategic direction.		. ,	o ,	topt with strate -:- "	action		