



## Structure and Concept of Global Expats, LLC

[www.global-expats.com](http://www.global-expats.com)

*(new website presently under construction – [www.global-xpats.com](http://www.global-xpats.com))*

*“The rapprochement of peoples is only possible when differences of culture and outlook are respected and appreciated rather than feared and condemned, when the common bond of human dignity is recognized as the essential bond for a peaceful world.”*

Senator J. William Fulbright

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## EXECUTIVE SUMMARY

Global mobility is a growing phenomenon which translates into an ever-expanding market of expatriated (expat) citizens in search of a wide variety of consumer goods. Global Expats concentrates its efforts on optimally reaching that market and retaining the clientele through a myriad of services designed to meet their evolving needs.

Not only do members of expat communities need easy-to-access information available in their native language, but need the opportunity to meet and inter-connect with others in their area who share common interests and concerns. The various sections of [www.global-expats.com](http://www.global-expats.com) as well as the products and services offered by Global Expats, LLC enable expats to do just that. Expat family members of all ages will be drawn to the website and its on-line communities for the simple reason that it fills their needs.

During her 35 years as a globally mobile citizen (TCK, international student, au pair, cross-cultural trailing spouse, and expat divorcee) Quenby Wilcox

has had the opportunity to learn about and understand the challenges faced by the expat family. Her extensive work and involvement with expat communities has been drawn upon in designing a comprehensive solution to a complex challenge.

She is passionately dedicated to family issues and promoting socio-economic development as a means to building an economically stable, global society. Global Expats is not a “quick fix” solution, but will grow over time in order to adapt to the changing needs of the expat family, as well as provide stable employment opportunities for trailing spouses.

Homemakers are busy, multi-tasking managers, and relocating to a foreign country with children in tow is a daunting task, even for seasoned expats. These women (and increasingly men) are faced with a multitude of responsibilities, often in a foreign language, and need practical and easy-to-access information in meeting their family’s needs; all of which can be found on [www.global-expats.com](http://www.global-expats.com).

At the same time advertisers of consumer goods and services, whether large, small, international, national, or local are provided with the unique opportunity to reach their target markets with cost-effective solutions.

Advertising on [www.global-expats.com](http://www.global-expats.com) enable:

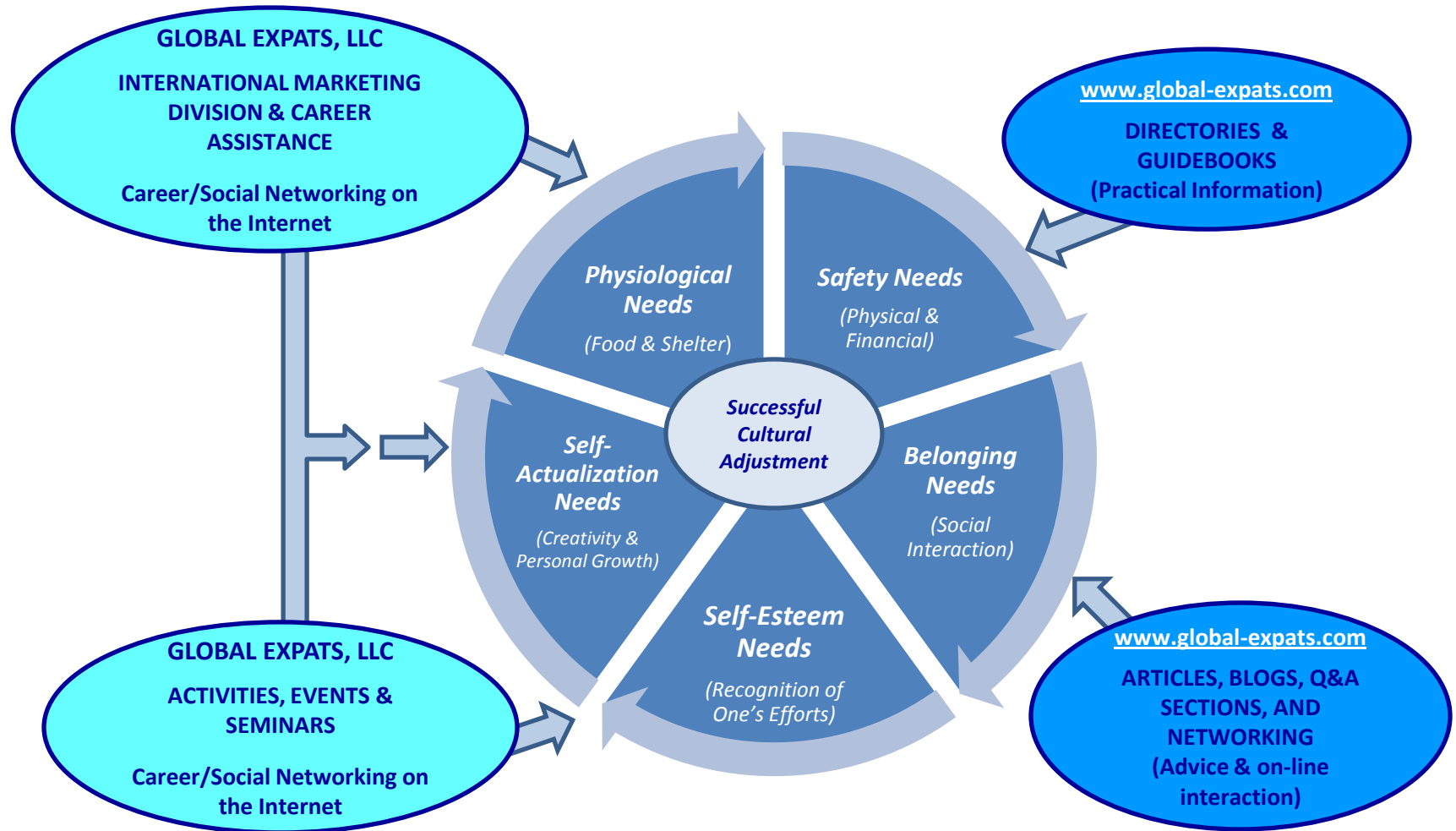
- local businesses the opportunity to reach potential customers with low, fixed-cost advertising
- national/regional companies to target their markets with cost-effective advertising
- multi-nationals to build brand recognition and promote corporate goodwill.

*Additional information about Global Expats and its targeted markets is posted on [www.worldpulse.com/node/44543](http://www.worldpulse.com/node/44543) and are as follows:*

- *Global Expats – Business Plan*
- *Global Expats – Presentation for Sponsors*
- *Global Expats – Presentation for Advertisers*
- *Global Expats – Market Analysis of Sponsors and Advertisers*
- *Global Expats – Profile of the Trailing Spouse and Expat Family*

# Global Expats & [www.global-expats.com](http://www.global-expats.com)

## Meeting the Needs of the Trailing Spouse and Expat Family?



# Development Stages of Global Expats

At present Global Expats is in its initial development stage, with the first step being reconstruction of the website. Subsequent stages are as follows:

## **Structure of Organization and Revenue Sources**

### **2012**

- Uploading of the first 35 destinations (data-base already compiled)
- Marketing of sponsorship advertising space on website
- Execution of an integrated out-reach campaign designed to reach targeted audience and maximize traffic rates on website

### **2013 – 2014**

- Development of the remaining 265 Directories
- Creation of Global Expats Survival Guidebooks
- National and local advertising sales campaigns
- Develop an integrated, global managerial structure for Global Expats at regional, national and local levels
- Develop an integrated, country-by-country pricing structure for activities, programs and events offered by Global Expats
- Develop on-line and hard-print cooking and entertaining guides

## **2014-2020**

### **Social Networking Events**

- Cultural Visits & Art Expositions
- Coffee Mornings, Cooking Clubs & Kids Play Groups
- Annual Receptions, Happy Hours & Dinners
- Children's Manual Arts Classes, Festivals & Events
- Global Expats Bazaars

### **International Marketing Division**

- Equitable-Pay Artisan Arts & Crafts Lines
- Eco-Friendly, Cloths, Accessory & Jewelry Lines

### **Career & Entrepreneurial Development Division**

### **Cultural Diversity Training Division**

### **Expat Reality Show Division**

### **Domestic Abuse Prevention Division**

### **Trailing Spouse Social Services Division**

## The Website

[www.global-expats.com](http://www.global-expats.com) is a content-managed, information based, networking portal designed to assist expat families meet the challenges of living abroad. Revenues will be generated through a variety of advertising possibilities on the website.

The portal initially concentrates its efforts in building comprehensive, country-by-country Directories of selected businesses that offer the products and service needed by the expat family during their stance abroad.

At its' inception the website will cover 35 cities around the world with a data base of 350,000 addresses. In the following years 265 cities will be added. The information provided will be compiled and maintained by the trailing spouses living in the country in question.

It will also contain web links to the various blogs, books, articles, and country-based expat websites presently available on the Internet, which will complement its' own information.



The first main portion of the website is based on Citysearch.com and About.com models. Generating high traffic rates through an enormous free, information data-base, which produces revenues through advertising.

The second main service provided are social and career-networking opportunities as well as the creation and connection of expat communities on-line, which will then be encouraged to interact locally through activities and events organized by country based Global Expats reps.

In 2005 when I came up with the idea for [www.global-expats.com](http://www.global-expats.com), revenue generating, networking and free-information websites were virtually unknown. But, extensive market research into the viability and profitability of the idea showed that with a global network of trailing spouse employees, all clamoring to be gainfully employed, more than enough revenues could be generated to cover costs as well as produce substantial profits.

Since then, not only has the explosive success of Internet networking and advertising shown that I was right, but it has open up a whole new world of opportunities for the future success of Global Expats.

# [www.global-expats.com](http://www.global-expats.com)

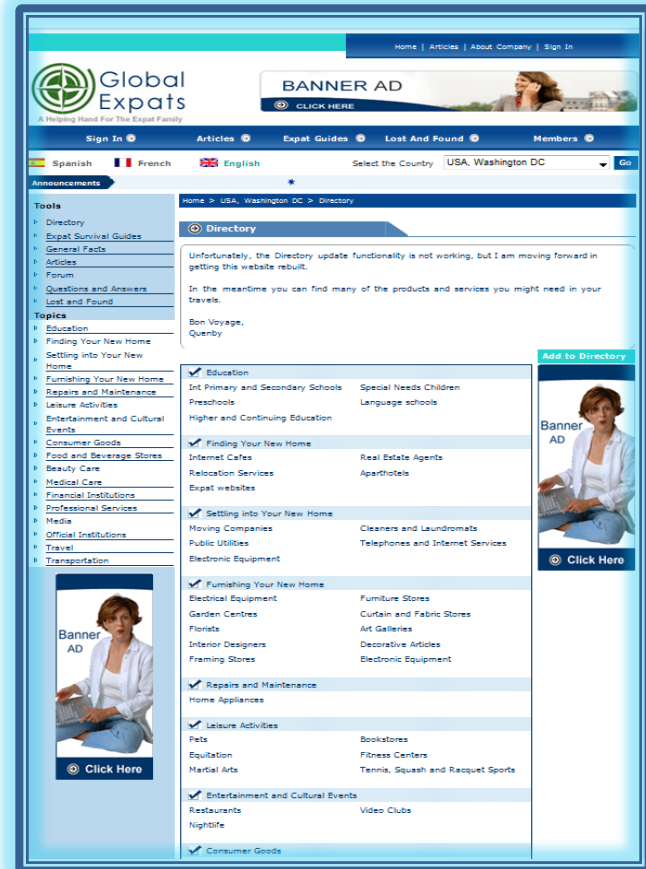
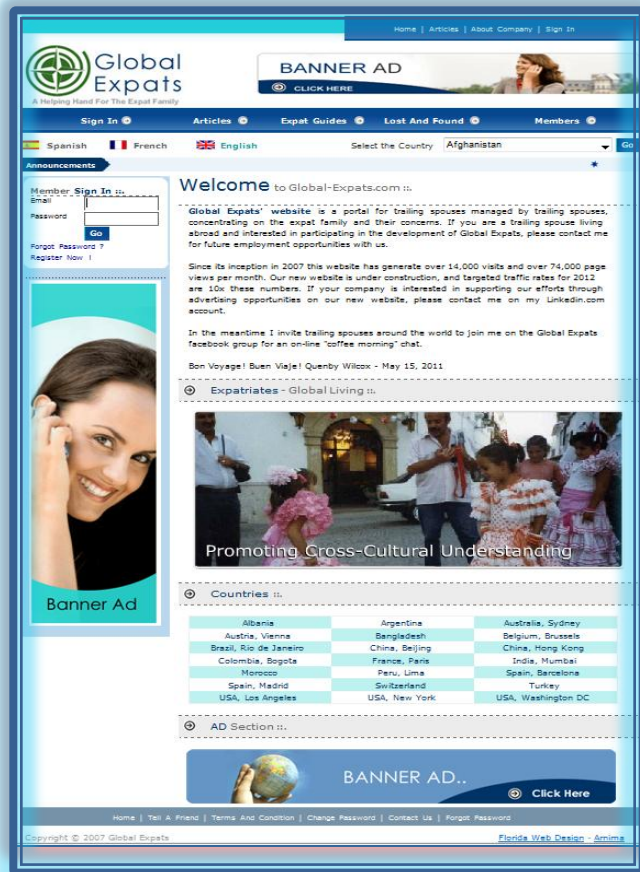
## Overview

- Build an on-line community which provides practical support and assistance to expat families around the world.
- Initial languages: English, French, and Spanish.
- Free Directories of carefully selected products and services needed by the expat families.
- Country/city (destinations) content-managed by expatriated spouses/homemakers living in host country.
- Free social networking section where expat families may find “lost” friends, make new ones, and keep in contact with family and friends around the world.
- Destination-by-destination Expat Survival guidebooks (on-line and in paperback).
- Free articles related to living abroad and global challenges.
- Free on-line cookbooks, promoting worldwide culinary traditions as well as nutrition, menu plans and entertaining.
- Free country-by-country General Facts and Q&A sections.

# [www.global-expats.com](http://www.global-expats.com)

## Directories Section

- Country-by-country directories for every country in the world. Larger countries divided into regions or cities (ie. Spain / Madrid, Barcelona, Costa del Sol, Costa Brava).
- Comprehensive directories (“local search” model) compiled of carefully selected companies offering the products and services needed by the expat family. Only selected addresses will be included in Directories.
- Database of 10-15,000 addresses per destination, concentrating on neighborhoods where the targeted expats live. Initial worldwide data-base consists of 350,000 addresses with final data-base estimated at 3 million.
- Each category and subcategory (ie. Education/Pre-schools) contains helpful hints or links to related articles.
- Revenues will be generated by Sponsor and Banner Ads; AdWords; Androids; descriptive texts, email inclusions, web links, video ads, and newsletters.



## Traffic Rate Stats and Projections

[www.global-expats.com](http://www.global-expats.com)

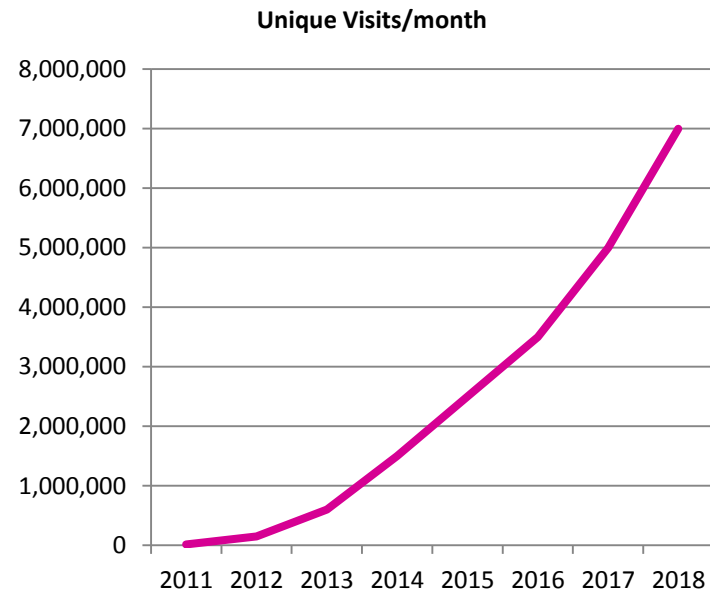
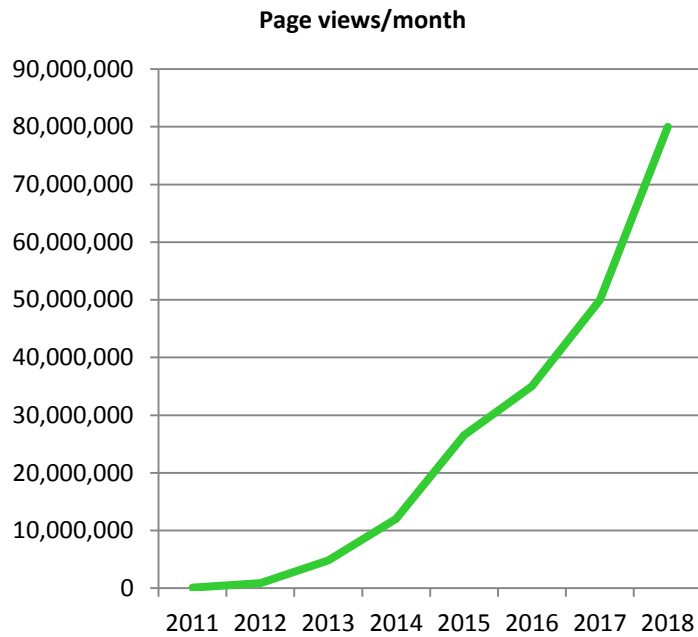
[Www.global-expats.com](http://www.global-expats.com) appeared on the Internet at the end of 2006. Since then it has become embroiled in an international divorce and under the control of my ex-husband who has had member and staff registration, content-management, and advertising ability disabled.

However, even with total inability to add to its' data-base, keep information up-to-date, increase traffic, or develop a marketing campaign, it has attracted an average of 15,000 unique visits/month and over 74,000 page views/month.

Traffic estimates for a newly constructed website in 2013 are 150,000 unique visits/month and 1,000,000 page views/month, with targeted growth over the next six years as follows:

## Traffic Estimates for [www.global-xpat.com](http://www.global-xpat.com)

2012-2018



## Global Expats, LLC

The portal will exist under the umbrella of a multi-national, LLC corporation and be used to generate funding for future development, phased out over 10 years.

Global Expats, LLC will rely on the global work-force of trailing spouses and tap into the enormous resource of these highly-educated, unemployed, expatriated homemakers.

This group is in the unique position of collectively understanding the ins-and-out and realities faced by the globally mobile family. The project will provide a comprehensive, long-term solution for global employers in their efforts to assist the families of their expatriated employees, as well as provide remunerated employment to the spouses of these employees.

Due to this fact, multi-nationals and international relocation firms will originally be targeted in sponsorship, advertising campaigns.

Global Expats is modeled after existing expat associations, but **is a revenue-generating organization, which will assure its financial success and non-reliance on exterior funding or patronage.**

**It will not replace present expat organizations, but will work with them towards our common interests.** We will serve as a liaison; provide support, financial and otherwise; promote the interests of their memberships; and work with them to achieve our common goals.

However, above all Global Expats, LLC will provide the one essential service that by policy and design present expat spouse associations are unable to provide: **CAREER ASSISTANCE AND REMUNERATED EMPLOYMENT OPPORTUNITIES FOR TRAILING SPOUSES.**



*“FAWCO (Federation of American Women's Clubs Overseas, Inc.) was founded in 1931 by Caroline Curtis Brown, then President of the American Women's Club in London, who believed that enlightened women, working cooperatively throughout the world, could do much to help achieve international peace. Its objectives, defined at a meeting of seven clubs in London, were to "work towards international goodwill and the preservation of world peace, to help one another solve problems common to them all and to aid women whose citizenship rights were being ignored or restricted.”*

*FAWCO is a non-partisan and not-for-profit U.S. corporation, with over 75 Member Clubs representing more than 15,000 individuals throughout the world . It is the largest network of independent American and international volunteer organizations representing private-sector American citizens overseas.”*

[www.fawco.org](http://www.fawco.org)





Fédération Internationale  
des Accueils Français et francophones à l'Etranger

*"The FIAFE (Fédération Internationale des Accueils Français et francophones à l'Etranger) was created in 1984 in order to facilitate the adaptation of expatriated franco-phone families around the world. It is comprised of 194 chapters in 5 continents."*

[www.fiafe.org](http://www.fiafe.org)

## **The Canadian Exp** **t**

Association

*"The Canadian Expat Association is a Non-Profit, Non-Government community linking all Canadians living abroad under one bilingual platform. At nearly 9% of the total population of Canada, the estimated 2.8 million Canadians living abroad can connect regardless of where they are living in the world. Opening its doors in the summer of 2007, the association now offers the opportunity for members to search in both French and English for global events, search for Canadian member companies operating around the world, read articles and obtain information that will help improve their lives while abroad. As an advocate for Canadian Expats, the association plays a key role representing Canadians that until now have had no collective voice."*

[www.thecanadianexpat.com](http://www.thecanadianexpat.com)



*"The Associates of the American Foreign Service Worldwide (AAFSW) is a non-profit organization that has been representing Foreign Service spouses, employees and retirees since 1960. AAFSW is an independent advocate for its membership, giving members a stronger voice when working on common concerns and a chance to enjoy shared interests."*

[www.aafsw.org](http://www.aafsw.org)



*"The Schlumberger Spouses Association (SSA) is a global, voluntary, social organization for all local and international spouses and partners of Schlumberger employees. We aim to create and maintain a welcoming and supportive environment for all members and their families. The SSA fosters fellowship through ongoing social events and community involvement. It has 146 chapters worldwide."*

[www.ssafara.net](http://www.ssafara.net)



*"With over 60 offices in over 35 countries around the world, Outpost is uniquely placed to provide assistance to Shell expatriates and their families on the move. The network can provide inside information and professional services on most aspects of life abroad, and in particular, on anything related to living in specific locations where Shell is present. It was established to support Shell expatriates and their families on the move by providing a more accessible way of obtaining non-contractual advice, information and services regarding postings."*

[www.outpostexpat.nl](http://www.outpostexpat.nl)

# Volunteer Trailing Spouse Organizations

## PRO's

- Can provide “hand-on” support to the expat family.
- Provide support through networking, friendships, and mentoring.
- Understand the challenges of the expat family better than any other organization.

## CON's

- Manager's and organizer's ability to complete their term is dependent upon spousal's employment contract in host country.
- Managing trailing spouses are increasingly interested in remunerated employment rather than volunteer/ charity work.
- Often lack comprehensive, long-term plans and strategies.
- Often perceived as “ only coffee morning for bored housewives.”
- Low membership rates.
- Lack of financial resources.
- Nationality-based chapters fail to promote cross-cultural integration.
- In-house multinational and government associations are financially dependent on sponsoring employers and their organization's policies.
- In cases of international divorces and/or gender violence these organizations lack resources, know-how and the ability to assist the trailing spouse.

# Global Expats, LLC

## Products and Services

### Books and Guides

**Global Expats Survival Guides** - will be similar in concept to present tourist travel guides, but for the globally mobile family rather than those on vacation.

The books will provide general information about the myriad of challenges faced during the entire expatriation process, as well as city-by-city information on housing, schools/education, utilities, home decorating, food, shopping, transportation, places of worship, sports, leisure activities, financial services, investment advice, and family issues.

### Internet Component

Updating and maintenance of information in the guide books will be facilitated by [www.global-expats.com](http://www.global-expats.com).

### Authors

The basic outline and structure of the guidebooks has already been completed based on my own challenges in living abroad. However, my experience, even if extensive, is not all encompassing. Trailing spouses from a wide variety of professions will be contracted to participate in the creation of the final product.

**Expatriates Cookbooks** - One “surefire” money-makers are cookbooks. Expats are faced with unique challenges when cooking abroad, and these would provide recipes as well as cooking instructions. My article “An Expat Thanksgiving Dinner” on [www.global-expats.com](http://www.global-expats.com) explains the basic concept of these cookbooks. The distribution of these books would be the same as the guidebooks. The viability and profitability of producing an on-line video cookbook would be examined as well.

### **Social Networking Events**

Social networking events will include the following, with prices for participation defrayed substantially through sponsorship advertising. The cost of many of the activities could also be included as operating and advertising expenses in Global Expat balance sheets. These activities would be used as point of sales for the expat guidebooks, and cookbooks.

**Cultural Visits and Art Expositions** -A really good guide or artist who is passionate about his or her work or subject can make all the difference with cultural visits.

**Coffee Mornings, Cooking Clubs and Toddler Play Groups** - Even if these groups do give an antiquated reputation to trailing spouse associations as “nothing more than social clubs,” they are very popular and successful. They provide an important source of social interaction and support amongst spouses, and integration of new arrivals.

**Annual Receptions, Happy Hours, and Dinners** – These events provide husbands, wives, partners, and single expats the opportunity to meet and interact.

**Children's Manual Arts Classes and Festivals** - These give expat children and parents the opportunity to meet and interact.

**Global Expats Bazaars** - In developing countries imported "expat" products have traditionally been exorbitantly expensive due to protectionist trade policies. In response trailing spouse associations have organized annual holiday bazaars. Embassies, who enjoy tax-free import status, import goods, food and textiles from their countries, which are then sold at lower than local prices in the bazaars.

Over the years as protectionist trade policies have declined, so have the local prices of imported, luxury goods in many of these countries, eliminating the financial attraction of the bazaars. As a consequence attendance has declined substantially, leaving a myriad of bazaars each year with few participants.

The brain-child of this idea said, "Let's bring all of these bazaars under one roof and do a *Christmas Around the World Bazaar* with everyone splitting the profits." The idea finds solutions for the challenges of present Expat Holiday Bazaars, and creates a wonderful cross-cultural exchange opportunity for expat communities.

## **Social Services Division**

**Domestic Abuse Prevention Division** - Awareness of domestic violence and its prevalence at all socio-economic levels is growing worldwide. The unemployed, trailing spouses of expatriated employees are particularly vulnerable to its' consequences.

They are isolated from support networks, financially dependent upon spouses, and under foreign jurisdiction, customs, and laws, at time in a foreign language.

The unemployed, expat woman is in a situation little different than undocumented, immigrants; open to discrimination, expulsion/deportation from the host country, and violations of her human, civil and constitutional rights with no legal recourses.

While my research into programs and services offered is on-going they will be modeled after a variety of organizations in the US and abroad, in addition to working with local host country efforts.

Country-by-country services will be marketed to local HR departments from the public and private sector, as well as offered to members of expat communities in general.

**Trailing Spouse Social Services Division**– Health, social, and financial benefits packages would be created with under-writing insurance companies. They would then be marketed to expat employers and offered to Global Expats employees. These would include legal insurance, which would provide for legal fees in case of divorce.

**Cultural Diversity Training Programs** - Cultural Diversity is an enormous, multi-million dollar industry, but mainly concentrates on serving expatriated employees and managers. This division would develop and market seminars designed for expat spouses and children.

## International Equitable Pay Artisan Division

Trailing spouses in developing countries would assist local artisan women in procuring quality raw material, means of production, and design development. These products would then be exported to distribution divisions of Global Expats in OECD countries.

Quality control and timely delivery can be assured as well as effective distribution and promotion. The present multi-layered distribution systems of industrial products would be by-passed allowing for competitive pricing of products.

## Jewelry and Accessories Line

These products would be distributed under the same systems as the aforementioned.

**Eco-Friendly, Luxury Jewelry Line** - More and more publicity is given to the damage that mining of precious and semi-precious stones is doing to our eco-systems, as well as the exploitation of local workers and the political ramifications.

Laboratory gems, rather than those mined from the earth would be used. These gems (not to be confused with imitations) are often considered of inferior quality, but this is not always the case. Laboratories such as Chatham and Gilson produce very good quality gems, and to my knowledge the French company Burma is the only business venture that has successfully developed this type of retail product.

**Eco-Friendly, Accessory Lines** - Designs of purses, belts, scarves, and shoes is restricted to the imagination of the designers

**Eco-Friendly, Natural Jewelry** - Markets for designer jewelry using beads, seeds, tagua, bone, shells, etc. is growing globally, but lack cost-effective distribution systems. These are businesses that creative women from all socio-economic levels can produce from their homes, with little investment and a minimum of training.

## **Career & Entrepreneurial Development Division**

One of the most difficult challenges of the expat in his or her job search is the lack of professional contacts within the host country, as well as lack of knowledge of local business and social customs. Seminars, conferences and social events would be developed to fill these needs as well as provide practical assist for the entrepreneurial and job-search efforts of the expat.

**Seminars and Training Programs** - Possible seminars, training programs, certification and higher education courses are wide and diverse. Courses that work well in my experience are computer-related, cultural/art, local history/politics, and cooking, but the opportunity for distance learning and on-line courses is growing.

**Career Networking Events** – A variety of events and activities designed to connect expat professional communities with corresponding local communities.

**Entrepreneurial Programs and Activities** – Seminars, conferences and training programs on entrepreneurial development, working with foreign and local commerce departments.



**Global Expats - Founder  
Quenby Wilcox**

***35 Years of Expatriate Experience***

***Trilingual: English- French- Spanish***

**EXPATRIATE MANAGERIAL EXPERIENCE**

**2011 -2012 Global Expats, Washington, DC – Founder**

- Prepared marketing and promotion material for Global Expats
- Conducted promotional campaigns on LinkedIn and Facebook in preparation of the inauguration of newly constructed website
- Procurement of the initial financing for project

**2009-2011 International Monetary Fund Family Association (IMFFA), Wash., DC – Admin. Assistant**

- Reduced annual administrative cost by \$10,000
- Re-organization of administrative office, creating and organizing an information system, data-base and membership list
- Examined and made recommendations on procedural policies and norms
- Coordinated the organization of monthly and annual activities
- Designed and produced the weekly newsletter
- Assisted in publication of the monthly magazine and annual information booklet
- Trouble-shot technical difficulties and provided general office support

**2005-2007 Global-Expats, Madrid, Spain – Founder**

- Handled all R&D for [www.global-expats.com](http://www.global-expats.com) as well as administrative duties, marketing, and financing of project

## **1999-2004**

### **Bogotá Accueil (FIAFE) Bogotá, Colombia - Président**

- Directed the management team and monthly board meetings
- Represented the French community of Bogotá at official functions and Embassies
- Organized monthly cultural visits, educational seminars, guided tours of museums and art expositions, dinners and formal functions, parties and manual arts classes for children, and English classes
- Organized a conference for Ingrid Betancourt, Colombian Presidential candidate for 2002, within the French community of Bogotá

### **International Group of Bogotá – Bogotá, Colombia - Secretary**

- Assisted in the formation and development of this cross-cultural group whose mission was to coordinate communication and cooperation between the various expatriate clubs and communities in Bogotá

### **Bogotá Accueil (FIAFE) – Bogotá, Columbia - Membre du Bureau**

### **American Women's Club of Bogotá (FAWCO) - Bogotá, Colombia- Secretary to Board of Directors**

- Maintained administrative records, participated in organization of annual Bazaars and cooking club

### **1991–2007    Gourmet Chef & Party Organizer - Brussels, Paris, Bogota, and Madrid**

- Organized and prepared receptions for up to 200 people as well as conducted cooking demonstrations

## **PROFESSIONAL EXPERIENCE IN PRIVATE AND PUBLIC SECTOR**

### **2011 – 2012 International Monetary Fund (IMF) – Wash., DC, - Administrative Assistant**

- Administrative assignments in the Western Hemisphere, African Division, Monetary and Capital Markets, European, Legal (Financial Integrity Group,) External Relations, and Institute for Capacity Development divisions.

### **1990 Dean Witter Reynolds – Miami, Florida - Executive Assistant**

- Managed the clerical office of twenty employees
- Handled client complaints, administrative problems, & accounts payable Bogotá

### **1987 Shearson Lehman Bros., Wash., D.C - Stock Trader and Program Coordinator**

- Managed approximately \$10 million within a \$20 million blue-chip stock trading program
- Monitored the movements of 200 stocks and option, maintaining at least a 10% profit margin on all trades
- Compiled financial reports and analysis
- Developed an organizational system for stocks and options trading

### **1986 E.F. Hutton, Wash., D.C. - Sales Assistant to Financial Planners**

- Handled all administrative work and client contact, executed trades and processed legal documents

### **1981-1985 Senator J. Bennett Johnston (D) LA., Wash., D.C. – Intern**

- Responsible for a total re-organization of the clerical office and training of new personnel
- Researched and wrote thesis on nuclear non-proliferation

## PHILANTROPIC EXPERIENCE & PROJECTS

### **2009-2012 Safe Child International - Founder**

- Researched the global phenomenon of domestic abuse and violence, examining legislative solutions and government action campaigns, judicial implications and challenges, and social trends from a cross-cultural, transnational perspective
- Created an activist webpage on facebook/[www.causes.com/causes/497298](http://www.causes.com/causes/497298)
- Researched and prepared case study of domestic violence under the Convention of Elimination of Discrimination Against Women (CEDAW), Convention of Elimination of Violence Against Women, and other human rights treaties

**2001-2004 Niñas de Vera Cruz - Bogotá, Colombia - Volunteer English Teacher** in school for abandoned girls

**2004 Association of Padre Nicolo of Bogotá, Colombia** – Examined their rehabilitation program for street children of Bogotá, with eventual application of methods within local educational systems. Padre Nicolo's work of the past 30 years has won international awards and is recognized by UNESCO.

**2003 Fundación Canguro of Bogotá, Colombia** – Examined and promoted the work of the foundation whose purpose is to provide high-quality, cost-effective health care for LBW (low birth weight) infants. The work, developed by Dr. Rey in 1978, is recognized by the World Health Organization (WHO,) with centers in over 15 countries around the world.

## **EDUCATION**

**1981-1985** BBA (major in International Marketing, minor in Political Science) George Washington University, Washington, D.C.

**1979-1981** Foxcroft School, Middleburg, VA

**1977-1978** Cobham Hall, Cobham, Kent, England

## **EDUCATIONAL COURSES**

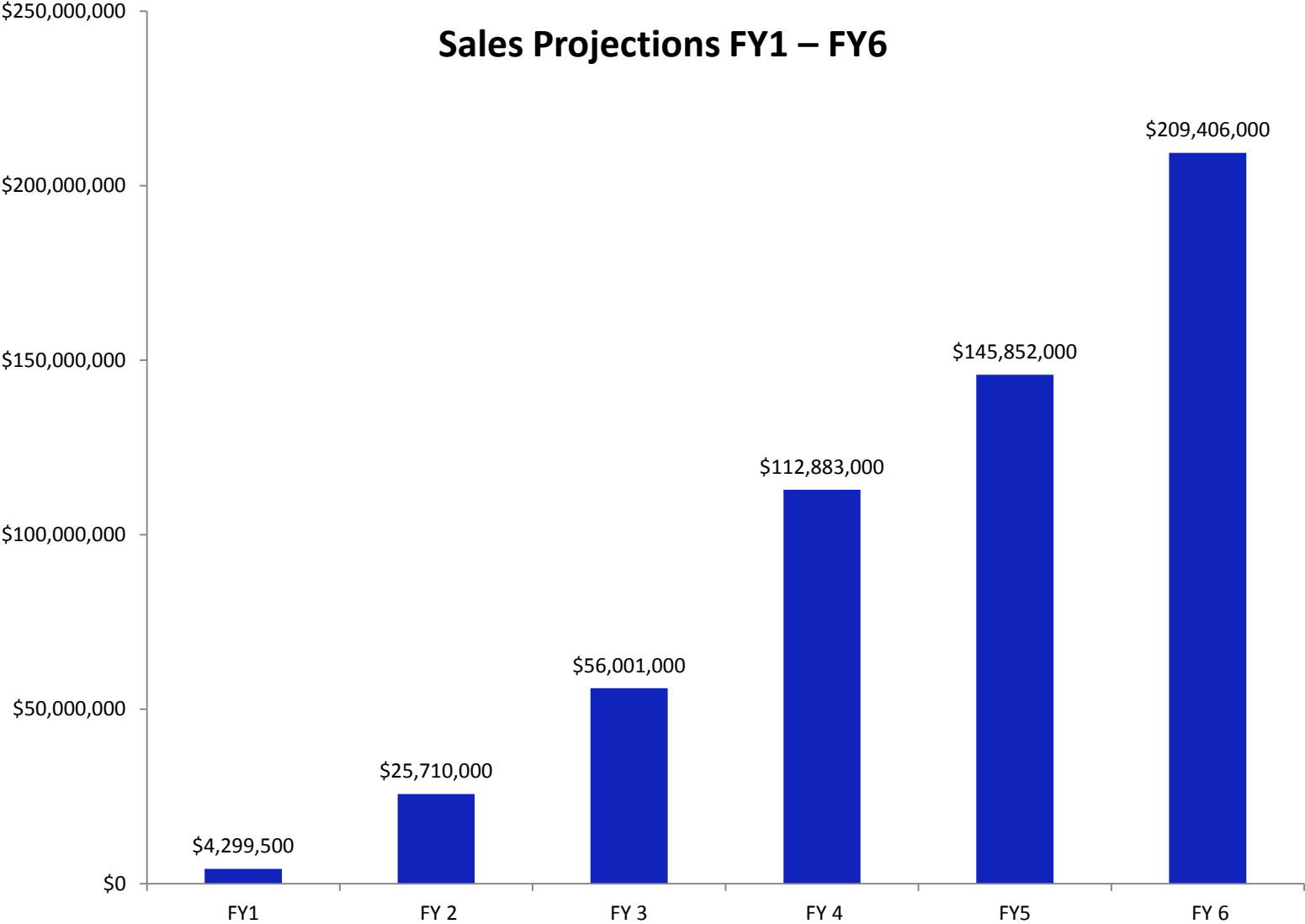
**1988-2004**

- Jewellery fabrication and gemmology - France and Colombia
- Spanish and French language courses – France, Belgium, and Spain
- Seminars on various international and national political issues

## **HOBBIES / INTERESTS**

Travelling, Reading, Writing, Equitation, Jewelry Design, Cooking, Fitness Sports and Padel / Anthropology, Sociology, Psychology, Economics, Cross-Cultural Diversity, and Politics (global socio-economic trends, and children's and women's rights)

# Sales Projections FY1 – FY6



## Payroll & Operating Projections FY1 - FY6

	FY1	FY2	FY3	FY4	FY5	FY6
SALES COMMISSION	\$1,289,850	\$7,713,000	\$16,800,300	\$33,864,900	\$43,755,600	\$62,821,800
SALARY/ CONTRACTUALS	\$1,289,850	\$12,855,000	\$28,000,500	\$56,441,500	\$72,926,000	\$104,703,000
OPERATING EXPENSES	\$859,900	\$3,856,500	\$8,400,150	\$16,932,450	\$21,877,800	\$31,410,900

