



City Council Agenda Bill

20077

Bill Number

Subject: Authorization to enter into a contract for an Education Grant with Puget Sound Partnership (PSP)

Summary Statement: The City of Bellingham is tasked with developing and implementing water quality improvement education programs to reduce occurrences of fecal coliform bacteria in City creeks, streams, and lakes, including the Lake Whatcom reservoir. The City has applied for and received a state grant of \$38,540 for developing and piloting a marketing campaign of education, engagement and incentives for residential homeowners within the City portion of the Squalicum Creek watershed. The pilot project is intended to test source control marketing tools that may be used in other high priority locations in the City of Bellingham and throughout the Pacific Northwest.

Previous Council Action: None

Fiscal Impact: This contract provides \$38,540 toward a total project cost of \$46,540. The SSW Utility will provide for the required match of \$8,000.

Funding Source: SSW Utility

Attachments: Copy of Contract with Puget Sound Partnership

Meeting Activity	Meeting Date	Staff Recommendation	Presented By	Time
Consent Agenda	05-Aug-2013	Authorize Contract	Ted Carlson, Director	

Council Committee:

Agenda Bill Contact:

Jon Hutchings, Assistant PW Dir. 778-7977
 Bill Reilly, Stormwater Manager, 778-7955

Committee Actions:

Reviewed By	Initials	Date
Ted Carlson, PW Director	<i>TC</i>	7/30/13
Brian Henshaw, Budget	<i>BH</i>	7/30/13
Legal	<i>JKL</i>	7/30/13
Mayor	<i>KL/BA</i>	7/30/13

Council Action:

Grant Agreement

PugetSoundPartnership

LEADING PUGET SOUND RECOVERY

Agreement Number: 2013-65
Title: Whatcom ECO Net Social Marketing

This agreement is made and entered into by and between the state of Washington, Puget Sound Partnership (PSP), and the below named firm, hereinafter referred to as "CONTRACTOR."

CONTRACTOR INFORMATION		Project Manager
City of Bellingham 2221 Pacific St. Bellingham, WA 98229	Bill Reilly breilly@cob.org (360) 778-7955	UBI: 371001201 EIN: 91-6001229 DUNS: 010211977 Type: Governmental
PSP INFORMATION		Project Manager
PUGET SOUND PARTNERSHIP 326 EAST D STREET TACOMA, WA 98421-1801	Emily Sanford Emily.sanford@psp.wa.gov (360) 339-5853	

PURPOSE

The purpose of this agreement is to provide resources that enable the Whatcom ECO Net to develop, implement and evaluate a social marketing-based outreach campaign using proven program development and evaluation methods.

PERIOD OF PERFORMANCE

The period of performance under this agreement will be from the date of execution (_____) through **May 31, 2015**. No work shall commence under this agreement until it has been fully executed by both parties.

COMPENSATION AND PAYMENT

Total compensation payable to CONTRACTOR for satisfactory performance of the work under this agreement shall not exceed (Thirty-Eight Thousand Five Hundred Forty Dollars) (\$38,540). CONTRACTOR'S compensation for services rendered shall be in accordance with the Budget attached as Exhibit D.

FEDERAL FUNDING INFORMATION

Grant recipient is is NOT a subrecipient for purposes of this agreement.

CFDA #	CFDA Title	Federal Grant Award Number	Federal Grant Award Name	Federal Agency Name
66.122	Puget Sound Regional Stewardship Program Implementation	PT-00J17601	Puget Sound Regional Stewardship Program Implementation	Environmental Protection Agency

TERMS AND CONDITIONS

All rights and obligations of the parties to this contract shall be subject to and governed by the Terms and Conditions contained in the following exhibits, herein incorporated by reference. In the event of an inconsistency in this agreement, the inconsistency shall be resolved by giving precedence in the following order:

1. Applicable Federal and State of Washington Statutes and regulations
2. This contract cover sheet
3. Exhibit A – General Terms and Conditions
4. Exhibit B – Statement of Work

**EXHIBIT A -
GENERAL TERMS AND CONDITIONS**

Title: Whatcom ECO Net Social Marketing

DEFINITIONS

As used throughout this contract, the following terms shall have the meaning set forth below:

- A. "AGENCY" shall mean the Puget Sound Partnership (PSP) of the State of Washington, any division, section, office, unit or other entity of the AGENCY, or any of the officers or other officials lawfully representing that AGENCY.
- B. "AGENT" shall mean the Director, and/or the delegate authorized in writing to act on the Director's behalf.
- C. "CONTRACTOR" shall mean that firm, provider, organization, individual or other entity performing service(s) under this contract, and shall include all employees of the CONTRACTOR.
- D. "SUBCONTRACTOR" shall mean one not in the employment of the CONTRACTOR, who is performing all or part of those services under this contract under a separate contract with the CONTRACTOR. The terms "SUBCONTRACTOR" and "SUBCONTRACTORS" means SUBCONTRACTOR(s) in any tier.
- E. "SUBRECIPIENT" shall mean a non-federal entity that spends federal awards received from the Puget Sound Partnership to carry out a federal program. Recipients of grants funded with Federal dollars from the Puget Sound Partnership are typically subrecipients. The subrecipient determination is documented on this agreement cover sheet.

AMENDMENT

This Agreement may be amended by mutual agreement of the parties. Such amendments shall not be binding unless they are in writing and signed by personnel authorized to bind each of the parties.

ASSIGNMENT

The work to be provided under this Agreement, and any claim arising under this Agreement, is not assignable or delegable by either party in whole or in part, without the express prior written consent of the other party, which consent shall not be unreasonably withheld.

ASSURANCES

The parties agree that all activity pursuant to this Agreement shall be in accordance with all applicable federal, state and local laws, rules, and regulations as they currently exist or as amended.

CONTRACT MANAGEMENT

The contract manager for each of the parties shall be responsible for and shall be the contact person for all communications and billings regarding the performance of this Agreement.

DISPUTES

In the event that a dispute arises under this Agreement, either of the parties may request intervention by the Governor, as provided by chapter 43.17.330 RCW, in which event the Governor's process will control.

The cost of resolution will be borne as allocated by the Dispute Board or the Governor.

DUPLICATION OF BILLED COSTS

The City of Bellingham shall not bill the Agency for services performed under this contract, and the Agency shall not pay the City of Bellingham, if the City of Bellingham is entitled to payment or has been or will be paid by any other source, including grants, for that service.

FUNDING CONTINGENCY

In the event funding from state, federal, or other sources is withdrawn, reduced, or limited in any way after the effective date of this Agreement and prior to completion of the work in this Agreement, the Agency may:

Terminate this Agreement with 15 days advance notice. If this Agreement is terminated, the parties shall be liable only for performance rendered or costs incurred in accordance with the terms of this Agreement prior to the effective date of termination.

Renegotiate the terms of the Agreement under those new funding limitations and conditions,

After a review of project expenditures and deliverable status, extend the end date of this Agreement and postpone deliverables or portions of deliverables, or

Pursue such other alternative as the parties mutually agree to writing.

GOVERNING LAW AND VENUE

This Agreement shall be construed and interpreted in accordance with the laws of the state of Washington and the venue of any action brought under this Agreement shall be in Superior Court for Thurston County.

INDEPENDENT CAPACITY

The employees or agents of each party who are engaged in the performance of this Agreement shall continue to be employees or agents of that party and shall not be considered for any purpose to be employees or agents of the other party.

MAINTENANCE OF RECORDS

The parties to this Agreement shall each maintain books, records, documents and other evidence that sufficiently and properly reflect all direct and indirect costs expended by either party in the performance of the service(s) described herein. These records shall be subject to inspection, review or audit by personnel of both parties, other personnel duly authorized by either party, the Office of the State Auditor, and federal officials so authorized by law. All books, records, documents, and other material relevant to this Agreement will be retained for six years after expiration of agreement. The Office of the State Auditor, federal auditors, and any persons duly authorized by the parties shall have full access and the right to examine any of these materials during this period.

If any litigation, claim or audit is started before the expiration of the six (6) year period, the records shall be retained until all litigation, claims, or audit findings involving the records have been resolved.

Records and other documents, in any medium, furnished by one party to this Agreement to the other party, will remain the property of the furnishing party, unless otherwise agreed. The receiving party will not disclose or make available any confidential information to any third parties without first giving notice to the furnishing party and giving it a reasonable opportunity to respond. Each party will utilize reasonable security procedures and protections to assure that records and documents provided by the other party are not erroneously disclosed to third parties. However, the parties acknowledge that State Agencies are subject to chapter 42.56 RCW, the Public Records Act.

ORDER OF PRECEDENCE

In the event of an inconsistency in the terms of this Agreement, or between its terms and any applicable statute or rule, the inconsistency shall be resolved by giving precedence in the following order:

Applicable state and federal statutes, and local laws, rules and regulations;

Statement of Work;

Exhibits and Appendices – list separately; and

Any other provisions of the agreement, including materials incorporated by reference.

RESPONSIBILITIES OF THE PARTIES

Each party to this Agreement hereby assumes responsibility for claims and/or damages to persons and/or property resulting from any act or omissions on the part of itself, its employees, its officers, and its agents. Neither party assumes any responsibility to the other party for the consequences of any claim, act, or omission of any person, agency, firm, or corporation not a part to this Agreement.

SEVERABILITY

If any term or condition of this Agreement is held invalid, such invalidity shall not affect the validity of the other terms or conditions of this Agreement.

SITE SECURITY

While on Agency premises, the City of Bellingham, its agents, employees, or Subcontractors shall comply with the Agency security policies and regulations.

SUBCONTRACTING

"Subcontractor" means one not in the employment of a party to this Agreement, who is performing all or part of those services under this Agreement under a separate contract with a party to this Agreement. The terms "subcontractor" and "subcontractors" mean subcontractor(s) in any tier.

Except as otherwise provided in the Agreement, the City of Bellingham shall not subcontract any of the contracted services without the prior approval of the Agency. The City of Bellingham is responsible to ensure that all terms, conditions, assurances and certifications set forth in this Agreement are included in any and all Subcontracts. Any failure of City of Bellingham or its Subcontractors to perform the obligations of this Agreement shall not discharge City of Bellingham from its obligations under this Agreement.

TERMINATION FOR CAUSE

If for any cause either party does not fulfill in a timely and proper manner its obligations under this Agreement, or if either party violates any of these terms and conditions, the aggrieved party will give the other party written notice of such failure or violation. The responsible party will be given the opportunity to correct the violation or failure within 15 working days. If the failure or violation is not corrected, this Agreement may be terminated immediately by written notice of the aggrieved party to the other.

TERMINATION FOR CONVENIENCE

Either party may terminate this Agreement upon 30 calendar days' prior written notification to the other party. If this Agreement is so terminated, the parties shall be liable only for performance rendered or costs incurred in accordance with the terms of this Agreement prior to the effective date of termination.

WAIVER

A failure by either party to exercise its rights under this Agreement shall not preclude that party from subsequent exercise of such rights and shall not constitute a waiver of any other rights under this Agreement. Waiver of any default or breach shall not be deemed to be a waiver of any subsequent default or breach. Any waiver shall not be construed to be a modification of the terms of this Agreement unless stated to be such in writing and signed by personnel authorized to bind each of the parties.

**EXHIBIT B -
STATEMENT OF WORK**

Title: Whatcom ECO Net Social Marketing

Contractor Name: City of Bellingham
Contract Number: 2013-65

Funding Source <input checked="" type="checkbox"/> Federal <input type="checkbox"/> Subrecipient <input type="checkbox"/> State <input type="checkbox"/> Vendor <input type="checkbox"/> Other		Federal Compliance (if applicable) <input type="checkbox"/> ARRA (Recovery Act) <input type="checkbox"/> FFATA (Transparency Act)
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SOW Type: Original Revision # (for this SOW) ____
 Revision

Period of Performance: Date of Execution through 5/31/2015

Purpose Statement: Under the terms of this contract the grantee will administer, develop, implement and evaluate a social marketing-based outreach program using proven development and evaluation methodologies. This program will work with dog owners to encourage them to pick up dog waste on their own properties at least daily, year round, and throw the waste in the trash.

The CONTRACTOR shall report in writing any problems, delays or adverse conditions which will materially affect their ability to meet project objectives or time schedules. This disclosure shall be accompanied by a statement of the action taken or proposed and any assistance needed by PSP to resolve the situation.

Task	Task/Activities/Description	Deliverable/ Outcome	Timeframe/ Due Date	PSP Reimbursement for actual expenses not to exceed:	Match Provided*	Total Budget
1	Program Administration			\$5,892	\$1,499.24	\$7,391.24
1A	Provide quarterly reports to the Whatcom ECO Net members detailing milestones, research findings, and actions taken to move the project forward.	Provide project updates to the ECO Net; submit summary of updates to the PSP Project Manager	09/30/13 12/31/13 04/30/14 07/31/14 10/31/14 01/31/15 04/30/15 05/31/15			
1B	Track grant related expenses, including actual or in-kind expenditures used to match the grant award. Invoice the Puget Sound Partnership (PSP) monthly	Submit itemized expenses and copies of receipts to the PSP Project Manager	Quarterly thru May 2015			

Task	Task/Activities/Description	Deliverable/ Outcome	Timeframe/ Due Date	PSP Reimbursement for actual expenses not to exceed:	Match Provided*	Total Budget
	providing receipts and invoices for expenses incurred during the month.					
1C	The Grantee shall provide a brief progress report, no longer than one page, detailing milestones, research findings, and other actions taken to move the project forward.	Submit brief progress reports to PSP Project Manager	30th of each month thru May 2015			
2	Program Development		August 2013 - November 2013	\$11,368	\$1,111.45	\$12,479.45
2A	<p>Draft a <i>Situational Analysis and Market Research Strategy</i> that:</p> <ul style="list-style-type: none"> Identifies the issue being addressed and the program goals and objectives. Reviews and summarizes available, pertinent foundational marketing resources, addressing likely target audiences, messaging, and behavioral barriers and motivators. Completes an expanded Strength, Weakness, Opportunities and Threats (SWOT) analysis and provides preliminary program logic model using a format provided by the PSP. Identifies any critical gaps in understanding, uncertainties, or questions related to target audience selections, barrier identification, or messaging 	Submit draft <i>Situational Analysis and Market Research Strategy</i> to the PSP Project Manager for review and approval.	8/15/13			

Task	Task/Activities/Description	Deliverable/ Outcome	Timeframe/ Due Date
	<ul style="list-style-type: none"> Identifies a method and schedule to conduct additional market research; addressing gaps in understanding and acknowledging budget constraints, if necessary 		
2B	Consult with the PSP Project Manager to discuss the draft <i>Situational Analysis and Market Research Strategy</i> , research related tasks, and schedule. Complete the research strategy using feedback from these discussions. Obtain final agreement with PSP Project Manager regarding the scope of tasks and schedule that details how and when market research will be conducted. ^{1,2}	Submit approved <i>Situational Analysis and Market Research Strategy</i> to the PSP Project Manager	9/15/13
2C	Conduct market research as detailed in the approved <i>Situational Analysis and Market Research Strategy</i> . Draft a report of the research results detailing: 1) gaps in understanding, uncertainties, or questions that elicited the additional research, 2) the methodology used to gather information, 3) a concise summary of results, and 4) interpretation of results in relation to the research questions.	Submit research data and <i>Research Finding Report</i> to the PSP Project Manager for review.	10/30/13
2D	Create a draft <i>Social Marketing Strategy</i> using Nancy Lee's ten step social marketing planning process and based on information gathered during the situational analysis and foundational research. This shall also include a schedule of tasks needed to enact the strategy, and if applicable, a revised logic model incorporating changes made in response to new information. ²	Submit draft <i>Social Marketing Strategy</i> ³ to the PSP Project Manager for review and approval.	11/30/13

Task	Task/Activities/Description	Deliverable/ Outcome	Timeframe/ Due Date
2E	Consult with the PSP Program Manager to discuss the draft <i>Social Marketing Strategy</i> , marketing related tasks and schedule. Complete the social marketing strategy using feedback from the PSP and the PSP's consultants. Obtain final agreement with the PSP Project Manager regarding the final scope for social marketing-related tasks. ¹	Submit approved <i>Social Marketing Strategy</i> ³ to the PSP Project Manager	1/7/14
2F	Develop an <i>Evaluation Strategy</i> in conjunction and concurrently with the <i>Social Marketing Strategy</i> , addressing the following: 1) the effectiveness of activities taken to promote the program and reach the target audience, 2) initial outcomes achieved as a response to programmatic actions, and 3) if possible, intermediate outcomes achieved as a response to programmatic actions. ²	Submit draft <i>Evaluation Strategy</i> ³ to the PSP Project Manager for review and approval.	10/30/13
2G	Consult with the PSP Program Manager to discuss the draft <i>Evaluation Strategy</i> , related tasks and schedule. Complete <i>Evaluation Strategy</i> using feedback from the PSP and the PSP's consultants. Obtain final agreement with the PSP Project Manager regarding the final scope and schedule for evaluation-related tasks. ¹	Submit approved <i>Evaluation Strategy</i> ³ to the PSP Project Manager	1/7/14

Task	Task/Activities/Description	Deliverable/ Outcome	Timeframe/ Due Date	PSP Reimbursement for actual expenses not to exceed:		
3	Project Implementation		January 2014- January 2015	\$15,499	\$4,833.59	\$20,332.59
3A	Implement the approved <i>Social Marketing Strategy</i> .	Submit monthly progress reports to the PSP Project Manager on progress made to implement strategy.	Ongoing thru December 2014			
3B	Adaptively manage program's implementation, responding as necessary to address issues that will reduce effectiveness or increase the cost. Inform the PSP Project Manager of significant changes to the <i>Social Marketing Strategy</i> by providing a brief summary of the issue being addressed and the plan made to address it.	Submit changes to the approved <i>Social Marketing Strategy</i> to the PSP Project Manager	Ongoing thru December 2014			
3C	Consult with the PSP Project Manager at least twice during implementation to discuss issues, concerns, and successes.	Hold two meetings—in-person or by phone—with the PSP project manager	On or before 5/30/14 for first and on or before 8/30/14 for second			
3D	Provide PSP Project Manager with marketing materials used to promote the program, promote adoption of BMPs, or to aid evaluation.	Submit marketing materials to PSP Project Manager	1/15/15			
4	Program Evaluation		November 2014 - May 2015	\$5,781	\$555.73	\$6,336.73
4A	Implement the approved <i>Evaluation Strategy</i> .	Submit monthly progress reports to the PSP Project Manager on progress made to implement the strategy.	Ongoing thru May 2015			

Task	Task/Activities/Description	Deliverable/Outcome	Timeframe/Due Date			
4B	Adaptively manage program's evaluation, responding as necessary to address issues that will reduce effectiveness or increase the cost. Inform the PSP Project Manager of significant changes to the <i>Evaluation Strategy</i> by providing a brief summary of the issue being addressed and the plan made to address it.	Submit changes to the approved <i>Evaluation Strategy</i> to the PSP Project Manager.	Ongoing thru May 2015			
4C	Summarize the evaluation results providing: a) a description of output/activities conducted, b) any available quantitative measures related to initial and/or intermediate outcomes, c) any observed and non-quantitative initial and/or intermediate outcomes, and d) additional professional opinions, insights, and lessons learned that might lead to improved program development, delivery or evaluation.	Submit <i>Evaluation Results Report</i> to the PSP Project Manager	05/15/15			
4D	Present summary of the evaluation findings to the Whatcom ECO Net.	Confirm with the PSP Project Coordinator that a presentation to the ECO Net, discussing evaluation, has occurred	On or before 05/31/15			
4E	Provide a final report summarizing the project results and lessons learned	Submit Final Report to the PSP Project Manager	5/31/15			
Total Maximum Consideration				\$38,540	\$8,000	\$46,540

PROGRAM SPECIFIC REQUIREMENTS/NARRATIVE

The tasks and schedule detailed in the completed, approved *Market Research Plan* will become required activities as part of *Subtask 2C: Conduct additional research detailed in the approved Market Research Strategy*. The tasks and schedule detailed in the completed, approved *Social Marketing Strategy* will become required activities as part of *Subtask 3A: Implement of the approved Social Marketing Strategy*. The tasks and schedule detailed in the completed, approved *Evaluation Strategy* will become required activities as part of *Subtask 4A: Implement the approved Evaluation Strategy*.

²Grantee shall work with contractors identified by Puget Sound Partnership (PSP) in the areas of Evaluation and Social Marketing. PSP will pay for these contractors directly and does not expect the Grantee to enter into a contractual relationship with them. The purpose of this is to ensure adequate technical expertise is available to the Grantee to carry out a successful project.

³The draft and completed *Research Findings Report, Social Marketing Strategy, and Evaluation Strategy* may be submitted as a single document.

BILLING PROCEDURES AND REIMBURSEMENT

PSP shall reimburse CONTRACTOR for work performed under this agreement, to the satisfaction of the PSP, in its sole discretion, upon review and approval of work performed under the scope of this contract agreement and receipt of properly completed reimbursement requests, which shall be submitted not more often than monthly, to:

Puget Sound Partnership
Fiscal Unit
326 East D Street
Tacoma, WA 98421-1801
pspfiscal@psp.wa.gov

Charges may only be made for work and expenses that occur within the period of performance. Payment shall be based upon satisfactory acceptance, by the PSP's sole discretion of work products and or services, each deliverable, and/or progress report submitted by the CONTRACTOR. PSP reserves the right to withhold 10% of the payment under each reimbursement request until satisfactory completion of the project.

The reimbursement requests must describe and document, to the PSP's satisfaction, the following:

1. a description of the work performed, and
2. the progress of the project and milestones met.

Each reimbursement request must include:

1. a progress report or description of deliverables rendered during the period
2. the amount being billed, including hourly rates
3. the cumulative amount spent, along with a remaining balance on the contract
4. if match is required:
 - a. match requirement met during the billing period, and
 - b. cumulative match requirement met; and
5. the time period during which the services were performed.

The reimbursement request shall include the agreement reference number.

Payment shall be considered timely if made by PSP within thirty (30) calendar days after receipt of properly completed reimbursement request. Payment shall be sent to the address designated by the CONTRACTOR.

Payment shall be withheld if, at the sole discretion of the PSP, required work services, progress reports and/or deliverables are not submitted to the satisfaction of the PSP.

PSP may, in its sole discretion, terminate the agreement or withhold payments claimed by the CONTRACTOR for services rendered if the CONTRACTOR fails to satisfactorily comply with any term or condition of this contract.

No payments in advance or in anticipation of services or supplies to be provided under this contract shall be made by the PSP.

Indirect Costs may be charged if approved in the budget. A copy of the current Federally approved indirect cost rate must be provided to PSP for indirect rates higher than 15% of costs.

EXPENSES

The CONTRACTOR shall receive reimbursement for travel and other expenses as identified below or as authorized in advance by PSP as reimbursable. Such expenses may include airfare (economy or coach class only), other transportation expenses, and lodging and subsistence necessary during periods of required travel. CONTRACTOR shall receive compensation for travel expenses at current state travel reimbursement rates (current rates can be found at <http://www.ofm.wa.gov/resources/travel.asp>). If expenses are invoiced, provide a detailed breakdown of each type. A receipt must accompany any single expenses in the amount of \$50.00 or more in order to receive reimbursement.

REIMBURSEMENT LIMITATION

If the CONTRACTOR expends more than the amount of PSP funding in this agreement in anticipation of receiving additional funds from PSP, it does so at its own risk. PSP is not legally obligated to reimburse the CONTRACTOR for costs incurred in excess of the PSP approved budget.

SPECIAL INSTRUCTIONS

*This grant requires a match of actual or in-kind expenditures, of at least 20% of the amount awarded to the grantee by the PSP.

Exhibit C -

Budget

Title: Whatcom ECO Net Social Marketing

		UNIT	RATE	TASK 1		TASK 2		TASK 3		TASK 4		TOTAL	
			per unit	Project Management		Program Development		Program Implementation		Program Evaluation			
Job Classification				UNITS	COST	UNITS	COST	UNITS	COST	UNITS	COST	UNITS	COST
SALARY COST	Project Coordinator	HR	\$0.00		\$ 1,092		\$ 4,368		\$ 3,276		\$ 2,184		\$ 10,920
	Accounting Tech	HR	\$0.00		\$ 4,800		\$ -		\$ -		\$ -		\$ 4,800
TOTAL SALARY				-	\$ 5,892	-	\$ 4,368	-	\$ 3,276	-	\$ 2,184		\$ 15,720
SUPPLIES	Outreach Materials				\$ -		\$ -		\$ 12,065				\$ 12,065
SUBCONTRACTS	Market Research				\$ -		\$ 7,000		\$ -		\$ -		\$ 7,000
	Evaluation				\$ -		\$ -		\$ -		\$ 3,597		\$ 3,597
	Total Subcontracts				\$ -		\$ 7,000		\$ -		\$ 3,597		\$ 10,597
TRAVEL EXPENSES					\$ -		\$ -		\$ 158		\$ -		\$ 158
TOTAL COSTS					\$ 5,892		\$ 11,368		\$ 15,499		\$ 5,781		\$ 38,540