

COMMUNITY BUILDING

I WANT A SENSE OF COMMUNITY AND CONNECTIONS WITH OTHERS

REQUEST FOR OFFERS

TEAM MEMBERS

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PRIORITY

I want a sense of community and connection with others.

RESULTS INDICATORS

Indicator 1: Number of people attending City Council meetings and number of people volunteering in Redmond each year, per capita.

This indicator assesses public participation in civic activities and was chosen because this type of public participation indicates a sense of “ownership” in the community which is an indicator of civic pride.

Data to be collected: People in attendance at regular City Council business meetings fifteen minutes after the start of the meeting. Volunteers reported from every City department and also the number of people with a 98052 zip code volunteering with Lake Washington School District schools, Redmond Rotary, and Redmond Hopelink.

Indicator 2: Number of people enrolled in Parks & Recreation programs, as well as number of people attending Derby Days and Redmond Lights each year, per capita.

This indicator assesses broad community participation in shared public experiences. Public participation in community activities and events creates the opportunity for people to meet one another and create connections.

Data to be collected: Enrollment figures for sports, fitness, adaptive recreation, outdoor, preschool, senior center, teen center, and arts activities. Attendance at Derby Days and RedmondLights as estimated by Parks & Recreation Department.

Indicator 3: Percent who responded “often or sometimes” to the following questions in a phone survey held regularly:

I would like to know about your relationships with people in your community, other than family members. How often in the past year (“often”, “sometimes”, “rarely”, or “never”) have you:

- 1) Felt close to others in your community?
- 2) Felt like you belonged in your community?
- 3) Spent time in your community when you needed a little company?
- 4) Showed concern for others?

This indicator is adapted from the Sense of Community Survey (Adapted from The Community Connections Index: Mancini, Bowen, Martin & Wave, 2003). It reflects a “sense of community” that has been vetted through similar research studies.

INTRODUCTION/SUMMARY OF CAUSE AND EFFECT MAP

Our Cause and Effect map identifies four factors that create a sense of community and connection with others:

- 1) Shared public experiences
- 2) Design that creates well-defined and pedestrian-scale public spaces
- 3) Communication that is interactive and widely available
- 4) Civic pride that encourages community participation, volunteerism, and ownership

Safety was considered a key element of a sense of community and connectedness and is being addressed as part of the safety results team. These factors were developed from community input and verified through many research sources.

Factor 1: Shared Public Experiences

Redmond residents want to come together for celebrations, events, activities, and programs that are inclusive and held in places for public gathering. They want to meet their neighbors and new friends while sharing experiences. Events and activities held locally, regionally, and in neighborhoods contribute to a City with year-round, day and night experiences that celebrate a sense of community and provide opportunities for people to meet one another. The community also wants to ensure sufficient access to human services.

Factor 2: Design

Spaces and places that focus activity provide areas within the City where people can gather and connect with one another. Redmond citizens want central gathering places where they can meet their neighbors, share common interests, and participate in public events and activities. Well maintained, accessible, and pedestrian/bicycle friendly streets and neighborhoods contribute to a sense of community and increase community cohesion. All weather facilities and inviting neighborhoods that are conveniently accessible to businesses and services create a sense of place that people can identify with and be proud of.

Factor 3: Communications

Communication that is regular and frequent, establishing an on-going community conversation creates a sense of community throughout the City. Credible, widely-available communication, in good times and bad, contributes to citizen trust in government. Effective communication

represents the importance that the City places on its relationship with its citizens. With a focus on customer service and making information easy to access, the City establishes a strong two-way conversation with the citizens it serves. Part of an effective city communications strategy is creating a city brand where group symbols are easy to understand and promote group cohesiveness within the City.

Factor 4: Civic Pride

Redmond citizens achieve a sense of connection with others when they are able to understand both the shared history they have with their neighbors and the cultural diversity that makes both their neighborhoods and City unique.

Community participation and a belief in community ownership leads to a sense of civic pride that is demonstrated by community members working toward clearly articulated common goals. Citizens residing in both the greater Redmond neighborhood and identifiable neighborhoods are more likely to feel connected to one another if they share a sense of civic pride.

PURCHASING STRATEGIES

We encourage offers that create a sense of community and connection and that respond to one or more of the following purchasing strategies:

WE ARE LOOKING FOR OFFERS THAT:

Strategy 1: Inclusive of all ages, abilities, and cultures.

Everyone can participate is the clear goal here. Look for ways to broaden the appeal of your offer to more citizens. We understand that certain programs are tailored for specific groups – such as young people – and that’s okay. We are looking for broad appeal across the broad program.

Strategy 2: Promote civic participation.

A true sense of active participation from both volunteers and members of the City’s boards and commissions is important to establishing “ownership” and civic pride within the City. Look for ways that citizens can participate in what you do.

Strategy 3: Encourage and increase the number and quality of spaces for public gathering.

Redmond citizens want to go places where they can meet people and form new relationships. This creates a sense of belonging – a key ingredient in creating a great community.

Strategy 4: Include broad and inclusive communication strategies.

If you are doing something, make sure that a lot of people know about it. Think of ways to reach new audiences, using new technologies, and being creative in getting the message out.

Strategy 5: Demonstrate long range sustainability and adaptability to changing conditions.

Think about how to sustain what you do over the long haul. How will you adapt to changes in our community – both in terms of the people who make up Redmond – and the ways they

participate in the community? How will your program adapt to new technologies, opportunities, and different audiences?

Strategy 6: Contribute to a unique identity for Redmond.

We know that Redmond is not Bellevue or Kirkland. Why? Think about ways to make what you do “uniquely” Redmond.

Strategy 7: Welcome new participants and forge new relationships among citizens.

A sure way to create community is to create bridges between people who come together from different walks of life. Think about ways to welcome new participants and relationships in whatever you propose.

Strategy 8: Encourage regional and intra-city collaboration and partnerships.

We cannot do everything alone. What really matters to our residents requires city departments to work together and requires us to work with other governments in the region, the private sector, and others. We particularly want to consider the opportunities regional cooperation gives us. Build on and involve regional and community based organizations and initiatives.

Strategy 9: Improve customer service.

Consider in each of your offers who the customers for your service are and indicate, as appropriate, how you will address customer service. Customers can be internal or external to the City. We know that citizen perceptions of customer service make a big difference in the view citizens have of Redmond.

Strategy 10: Show leverage.

There are many ways to leverage funds and effort. Look for all the ways that the City’s effort can leverage actions by others or leverage resources through matching grants, etc. and describe the leverage in your offer.

Strategy 11: Demonstrate the scalability of your offer.

Results Teams will want to know how much value they can get from different levels of investments. We don’t want you to “thin the soup”. We know if fewer resources are provided, less can be produced. What we want to know is how much less value will be produced. Similarly, Results Teams may want to know what they can buy for more money. Try to accurately assess the impact of less or more resources on your offer.

NOTES/PRACTICES/SUPPORTING EVIDENCE

The Community Building Request for Offers was created with key concepts from research documents from the fields of architecture, social psychology, arts, urban studies, environmental psychology, preventive medicine, urban planning, and more.

Key sources include:

The Community Connections Index: Mancini, Bowen, Martin & Wave, 2003.
Psychological Sense of Community: Theory of McMillan & Chavis, 1986.

Bowling Alone by Robert D. Putnam, 1981.

Celebrating the Third Place by Ray Oldenburg, 2002.

Project for Public Spaces: <http://www.pps.org/>

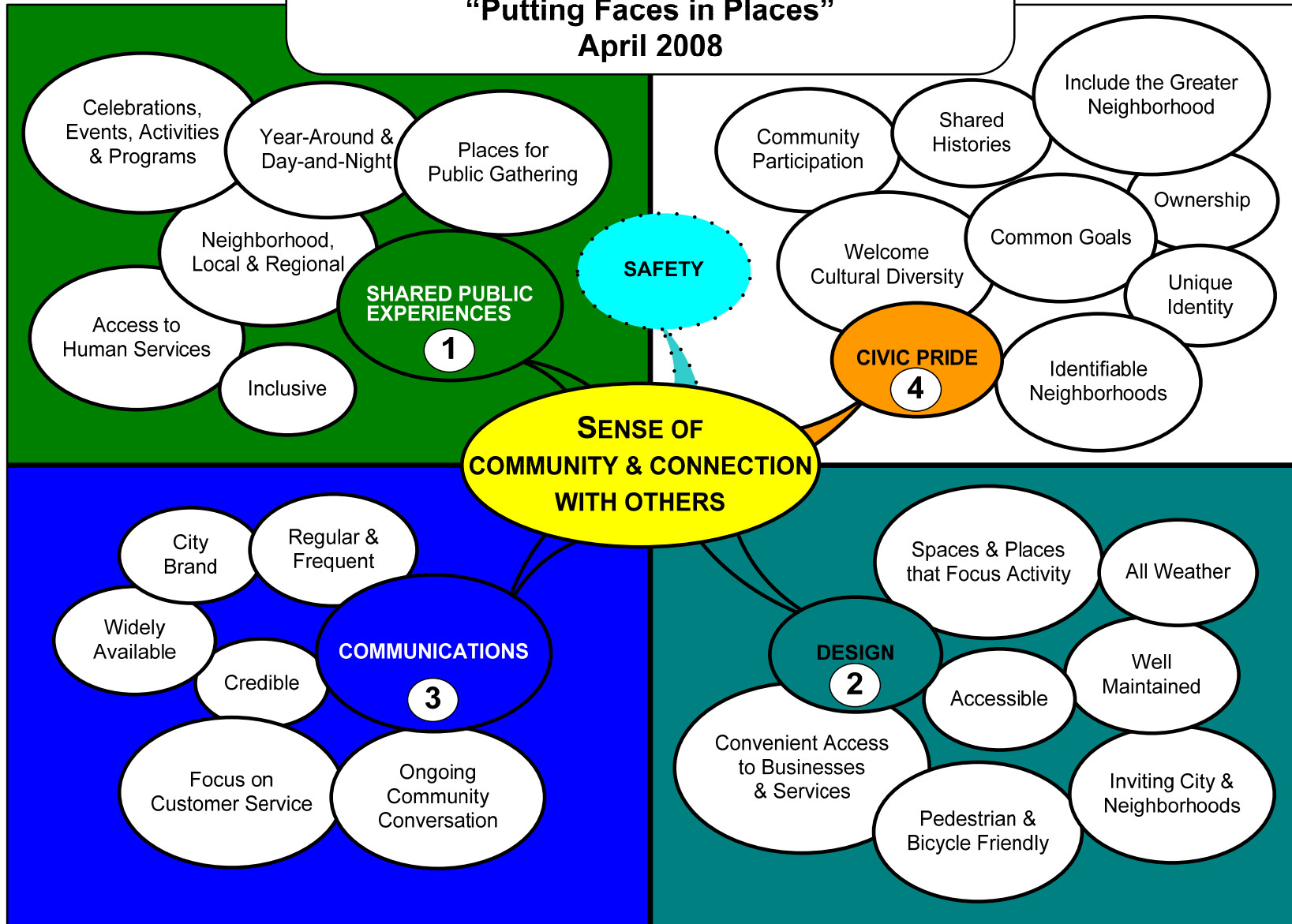
American Planning Association: <http://www.planning.org/greatplaces/>

Brookings Institution: <http://www.brookings.edu>

RAND: <http://rand.org/>

Place Matters: <http://www.placematters.org/>

**Cause & Effect Diagram
 "Putting Faces in Places"
 April 2008**



COMMUNITY BUILDING

2009-2010 OFFER SUMMARY

Offer #	Offer	Department	Ranking	2009-2010 Adopted Budget ¹
1772	Recreation Creates Healthy and Vibrant Communities	Parks	1	\$9,172,334
1744	Citizens Planning Future Neighborhoods Together	Planning	2	467,989
1738	Shared Experiences through Community Events ²	Parks	3	872,671
1921	Effective Human Services for Residents	Planning	4	1,670,931
1820	Expanded Percent for Arts Ordinance	Parks	5	0
1845	Redmond Centennial Celebration Builds Community ²	Parks	6	0
1705	Serving our Citizens through Communications	Executive/ Finance	7	1,976,710
1770	Preserving and Sharing Redmond's History	Planning	8	198,352
				\$14,358,987

Notes:

1. Adopted Operating Budget totals may not include ending fund balances and fund transfers for all Offers.
2. The Redmond Centennial Celebration is combined with Offer #1738 "Shared Experiences through Community Events."
3. Offers with zero budget were submitted for consideration through the budget process, but not funded or approved.

BUDGETING BY PRIORITIES

BUDGET OFFER

COMMUNITY BUILDING

Department Name: PARKS & RECREATION

Id: 1772

Type of Offer: OFFER - ONGOING

RECREATION CREATES HEALTHY AND VIBRANT COMMUNITIES

Description:

What: The Recreation Division provides the community with a wide variety of programs, services, and cultural opportunities to promote emotional, intellectual, and physical well-being for all ages and abilities. Recreation offers gathering sites for people to meet their neighbors and like-minded individuals. Engaging classes stimulate creativity and offer a sense of adventure and new ideas. In addition, the sports and fitness programs help keep the body healthy and strong. No other department has the privilege to meet the needs of the whole person like Recreation does. Year-round art installments, rotating displays in public buildings and popular events continue to offer residents and tourists a reason to keep coming back.

How: By encouraging diversity both in staff and programs, Recreation continues to offer new experiences for all community members. Community-based services help underserved members of the community live healthy, independent lives. The City offers many programs for all ages; working parents and caregivers find the children and youth programs especially useful. Successful partnerships, fund development, outreach, and marketing combined with sensible business and facility administration help maximize resources and programs.

Why: The Recreation Division provides unique programs and services that are customer-driven. Many programs are supported in part or solely by fees, providing a clear indicator of what people are willing to pay. Funding provided by the City's General Fund is the backbone to meeting operational needs and sustaining customer service. Community partnerships also help in supporting programs for vulnerable populations, such as youth, seniors, and persons with disabilities. The Division's programs, facilities, and services also provide a valuable shared network of resources for other City departments.

Performance Measures:

Indicators of our ability to remain successful include the following measures:

1. The number of people served through recreation programs, events, celebrations, and activities.
 2. Percent increase in hours of use per year, by facility, compared to current annual totals.
 3. Percent of residents who express satisfaction with recreation programs and services in an annual customer service survey.
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BUDGETING BY PRIORITIES

BUDGET OFFER

COMMUNITY BUILDING

Department Name: PARKS & RECREATION

Id: 1772

Type of Offer: OFFER - ONGOING

RECREATION CREATES HEALTHY AND VIBRANT COMMUNITIES

Budget Offer Summary:

Expenditure Summary

	2009	2010	Total
Ongoing-Salary/Benefits	\$2,347,510	\$2,440,294	\$4,787,804
	\$2,106,080	\$2,275,607	\$4,381,687
	\$0	\$0	\$0
	\$0	\$2,843	\$2,843
	<u>\$4,453,590</u>	<u>\$4,718,744</u>	<u>\$9,172,334</u>
	25,200	25,200	

BUDGETING BY PRIORITIES

BUDGET OFFER

COMMUNITY BUILDING

Department Name: PLANNING & COMMUNITY DEVELOPMENT

Id: 1744

Type of Offer: OFFER - ONGOING

CITIZENS PLANNING FUTURE NEIGHBORHOODS TOGETHER

Description:

What: Long Range Planning staff work with citizens in each of Redmond's ten neighborhood planning areas to identify long-term issues, short-term needs, opportunities for change, and features for preservation. Frequently addressed topics are pedestrian and bicycle connections, building design and neighborhood character, housing, traffic, tree preservation and other natural features, infrastructure improvements, as well as parks and other community gathering places.

How: Staff encourages neighborhood conversations at City service fairs, open houses, and small group discussions. Participation can include a ten-member or more Citizen Advisory Committee (CAC), 20 citizens at focus groups, over 50 citizens at open houses, 100-600 members on email lists, and 30-50 citizens at public hearings. The Planning Commission and City Council complete each neighborhood plan with review and adoption of the resulting policies, regulations, and a priority list of neighborhood projects. Each neighborhood plan then guides changes to take place within each specific neighborhood. The Neighborhood Spotlight and Matching Grant programs, in the Capital Improvement Program (CIP), provide funds for small-scale neighborhood improvement projects, such as neighborhood entryways or completion of a gap in the sidewalk system.

Why: The goal is to foster ownership and pride of a neighborhood among its citizens as they consider the long-term vitality and sustainability of the places they cherish. Staff promotes the collaborative development of neighborhood plans through outreach, information sharing, and promoting dialogue within the neighborhood and with City staff and officials. Neighborhood planning also enables the City to strengthen communication with citizens and encourage continued participation and input as City-initiated or private development projects are brought forward to implement the neighborhood plans.

Performance Measures:

1. Direct surveys to measure clarity, effective administration, and thoroughness.
 2. Event attendance and feedback to measure effectiveness.
 3. Additional number and maintenance of neighborhood projects.
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BUDGETING BY PRIORITIES

BUDGET OFFER

COMMUNITY BUILDING

Department Name: PLANNING & COMMUNITY DEVELOPMENT

Id: 1744

Type of Offer: OFFER - ONGOING

CITIZENS PLANNING FUTURE NEIGHBORHOODS TOGETHER

Budget Offer Summary:

Expenditure Summary

	2009	2010	Total
Ongoing-Salary/Benefits	\$214,398	\$225,573	\$439,971
	\$14,009	\$14,009	\$28,018
	\$0	\$0	\$0
	\$0	\$0	\$0
	<u>\$228,407</u>	<u>\$239,582</u>	<u>\$467,989</u>
	2.180	2.180	

BUDGETING BY PRIORITIES

BUDGET OFFER

COMMUNITY BUILDING

Department Name: PARKS & RECREATION

Id: 1738

Type of Offer: OFFER - ONGOING

SHARED EXPERIENCES THROUGH COMMUNITY EVENTS

Description:

What: Community Events are a fun and free or low cost way for residents to enjoy shared public experiences, build memories and family traditions, meet neighbors and feel connected to their community. Local events also help stimulate the City's economy and create a sense of pride among residents.

How: Signature events, such as RedmondLights and Derby Days contribute to a unique Redmond experience for residents, businesses, and visitors alike. Cultural experiences at these events create a better understanding of Redmond's diverse and growing population, and can also provide a taste of the world without leaving home.

Why: Communities with an active social life create civic pride among both residents and businesses. Civic pride then creates a vested interest in the City's future and a desire to remain throughout the varying stages of a community member's life.

Performance Measures:

1. Number of participants at Derby Days and RedmondLights.
2. Number of companies and organizations that support community events through in-kind and cash donations.
3. Percentage of satisfied event participants - attendees, vendors, parade entries.

Budget Offer Summary:

Expenditure Summary

	2009	2010	Total
Ongoing-Salary/Benefits	\$16,080	\$17,398	\$33,478
	\$299,398	\$303,281	\$602,679
	\$0	\$0	\$0
	\$0	\$236,514	\$236,514
	<u>\$315,478</u>	<u>\$557,193</u>	<u>\$872,671</u>
	0.000	0.000	

BUDGETING BY PRIORITIES

BUDGET OFFER

COMMUNITY BUILDING

Department Name: PLANNING & COMMUNITY DEVELOPMENT

Id: 1921

Type of Offer: OFFER - ONGOING

EFFECTIVE HUMAN SERVICES FOR RESIDENTS

Description:

What: The Human Services Division of the Planning & Community Development Department ensures that residents have access to human services, works to develop and implements regional and sub-regional solutions to specific challenges, as well as utilizes internal and external partnerships to leverage additional resources.

How: The City allocates funds to local nonprofit agencies with a broad array of human services programs, so that residents are able to meet their basic needs. On behalf of the City, Human Services staff participate in and provide leadership to a variety of regional and sub-regional policy committees and working groups. This participation ensures that Redmond's interests are represented and human services needs are addressed.

Why: Adequate access to services for residents in need is a critical element of the infrastructure of any city of Redmond's size that wishes to thrive and prosper. Active leadership and participation in regional and sub-regional planning and advocacy enhances the City's ability to leverage resources and to develop/implement long-term solutions.

ELEMENT 1 - PROVIDE SERVICES: Every two years agencies submit proposals for funding in support of their human service programs. Every application is reviewed and rated by the Human Services Funding Advisory Committee made up of staff and citizens. High-ranking proposals are those that demonstrate the need for their services, demonstrate sufficient skill and capacity to provide high-quality services, and demonstrate significant leveraging of other resources. Once proposals are approved by City Council, individual contracts are negotiated to include specific performance measures, which are tied to contract payments and monitored by Human Services staff. During 2007, a total of nearly 10,000 separate services were provided to Redmond residents. Staff currently manage contracting for 43 separate programs. The City's 2007 investment leveraged an additional \$4.12 for every Redmond dollar just from other north and east cities. Significant additional dollars (currently not tracked by the City) are leveraged by many programs from other sources, including United Way, private foundations, the county, state, and federal government. **OUTCOME:** Cost effective services available to citizens in need.

ELEMENT 2 - REGIONAL PLANNING AND ADVOCACY: The City Council recently adopted a City of Redmond Regional Agenda, which includes the following condition indicating a need for regional involvement: "Council, Mayor, and staff advocacy at the regional level are all necessary for the City to be successful in advancing City interests and shaping the future of the region". This applies directly to several areas of City work. The Council specifically directs regional involvement related to the following areas of human services responsibility: A Regional Coalition for Housing Agreement - ARCH (shared with Long Range Planning), King County Ten Year Plan to End Homelessness, Eastside Human Services Forum, Community Development Block Grant, and the City of Redmond Human Services Strategic Plan. **OUTCOMES:** These activities have brought, and have the potential to bring new and critical resources to Redmond residents. For example, the City recently partnered in the development of a Cultural Navigator Program designed to ensure cost-effective access to services for Redmond's immigrant and refugee populations. This program is now being replicated in South King County. Regional partnerships also create the opportunity for innovative and effective long-term solutions, as with the momentum created by the Ten Year Plan to create sufficient housing units by 2015 to ensure that no

BUDGETING BY PRIORITIES

BUDGET OFFER

COMMUNITY BUILDING

Department Name: PLANNING & COMMUNITY DEVELOPMENT

Id: 1921

Type of Offer: OFFER - ONGOING

EFFECTIVE HUMAN SERVICES FOR RESIDENTS

ELEMENT 3 - KEY NEW PARTNERSHIPS: Redmond is growing rapidly in terms of overall population and diversity. Staff hears from a number of agency partners that the needs of the community are rapidly increasing, especially as the economic realities grow ever more challenging. To be able to respond most effectively to this growth in population and need, staff is digging deeper, talking to key stakeholders, and developing a strategic plan to guide the work for the next several years. That process is underway with a final report, including specific recommendations, expected by October; preliminary results indicate some of the strategies are likely to be recommended. Redmond needs to strengthen internal partnerships across departments to address emerging needs and concerns, as well as build greater community education and engagement. **OUTCOMES:** Maximize the leveraging of internal resources, increase awareness of the challenges faced by some of our residents, and create opportunities for community engagement and response.

Performance Measures:

1. Number of Redmond residents served, which helps understand the magnitude of need in the community and the impact.
2. Number of providers meeting contract performance measures, which ensures the highest quality service at the best price.
3. Total amount of dollars leveraged, identifying the ways in which the Human Services Division has optimized its resources through collaboration.

Budget Offer Summary:

Expenditure Summary

	2009	2010	Total
Ongoing-Salary/Benefits	\$160,234	\$168,124	\$328,358
	\$658,546	\$684,027	\$1,342,573
	\$0	\$0	\$0
	\$0	\$0	\$0
	<u>\$818,780</u>	<u>\$852,151</u>	<u>\$1,670,931</u>
	1.560	1.560	

BUDGETING BY PRIORITIES

BUDGET OFFER

COMMUNITY BUILDING

Department Name: EXECUTIVE

Id: 1705

Type of Offer: OFFER - ONGOING

SERVING OUR CITIZENS THROUGH COMMUNICATIONS

Description:

What: A sense of community and connection with others requires consistent, high quality, and frequent communications. A recent survey states over three-quarters (78%) of Redmond residents say it is very important that the City keep them informed on City issues and decisions.

The tools used to communicate with citizens are print, web, video, and media relations. Through these tools, Redmond creates products, such as posters, mailers, and newsmagazines, online information and services, as well as televised government meetings, community events, informational videos, and press releases.

How: This offer improves upon the City's current communication efforts by developing a new strategic plan with product innovations, best captured by the phrase "Your City, Your Way." Similar information will be regularly available whether citizens prefer surfing the web, watching Redmond City Television (RCTV) or reading print publications. By making information widely available and easy to access, the City's improving customer service to our citizens.

Why: Communication to citizens must be reliable and credible, helping to foster a sense of trust in local government. Media relations play a key role in facilitating this trust. Staff's role as liaison between the external media and City officials helps to ensure accurate and timely responses to media requests.

Citizens deserve the opportunity to engage the City in ongoing, two-way community conversations through TV town hall meetings, citizen focus groups, community forums and public workshops, celebrations, events, and programs.

Effective emergency communication is an essential City responsibility. The communication plan includes conveying critical, local information to the public during a major event through efforts with the news media, reader-boards, website, RCTV, and 1650 AM radio updates.

Performance Measures:

1. Percentage of citizens reporting they are informed about City issues and decisions through the communication tools available to them.
 2. Number of visits to ten specific pages on the City's website.
 3. Percentage of satisfactorily completed cross-departmental requests for products, events, and services.
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BUDGETING BY PRIORITIES

BUDGET OFFER

COMMUNITY BUILDING

Department Name: EXECUTIVE

Id: 1705

Type of Offer: OFFER - ONGOING

SERVING OUR CITIZENS THROUGH COMMUNICATIONS

Budget Offer Summary:

Expenditure Summary

	2009	2010	Total
Ongoing-Salary/Benefits	\$623,605	\$647,978	\$1,271,583
	\$343,180	\$356,497	\$699,677
	\$0	\$0	\$0
	\$5,450	\$0	\$5,450
	<u>\$972,235</u>	<u>\$1,004,475</u>	<u>\$1,976,710</u>
	7.000	7.000	

BUDGETING BY PRIORITIES

BUDGET OFFER

COMMUNITY BUILDING

Department Name: PLANNING & COMMUNITY DEVELOPMENT

Id: 1770

Type of Offer: OFFER - ONGOING

----- **PRESERVING AND SHARING REDMOND'S HISTORY** -----

Description:

What: Long Range Planning staff work with the community to maintain and enhance Redmond's shared history and identity through the Historic Preservation program. Through this program, which has earned Redmond national recognition as a Preserve America Community, staff work with property owners to preserve, through adaptive reuse, public and private spaces that contribute to Redmond's distinctive identity. Staff also work to provide gathering spaces and events, such as the Clock Tower Plaza, Historic Walking Tours, as well as supports education efforts through the City website, interpretive signage, and the "Focus" magazine "View from History" articles.

How: Planning staff provide property owners with technical assistance toward preserving historic resources and the use of incentives (such as tax credits through King County or grants through the Redmond Heritage Restoration and Preservation Grant program) that reduce the cost of restoring or preserving a resource for the community. Staff work with property owners to nominate properties to local, county, state, and national registers and partner with the Redmond Historical Society (RHS) and the Parks Department which own a majority of the City's publicly-owned historic resources.

Why: Preserving our past and communicating our shared history allows Redmond to maintain a small-town feel in the midst of growth and change. This sense of shared history is an important part of Redmond's identity, which sets our community apart from other locations. The program supports civic pride throughout the community and encourages volunteerism in the RHS. RHS is the largest volunteer group in Redmond and brings upwards of 100+ residents together. The program also encourages adaptive reuse of historic buildings and maintains treasures that focus activity within Redmond that can provide unique dining and gathering opportunities, such as the restaurant in the Bill Brown Building.

Performance Measures:

1. Dollar amount of Heritage Restoration and Preservation Grants given per year, measuring both activity and visibility of preservation efforts in the community.
 2. Percentage of proposed program initiatives begun or completed each year.
 3. Number of properties that are active in the program, including those that have been nominated for a historic register or applied for or received grants.
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BUDGETING BY PRIORITIES

BUDGET OFFER

COMMUNITY BUILDING

Department Name: PLANNING & COMMUNITY DEVELOPMENT

Id: 1770

Type of Offer: OFFER - ONGOING

PRESERVING AND SHARING REDMOND'S HISTORY

Budget Offer Summary:

Expenditure Summary

	2009	2010	Total
Ongoing-Salary/Benefits	\$40,239	\$42,209	\$82,448
	\$9,428	\$9,427	\$18,855
	\$0	\$0	\$0
	\$97,049	\$0	\$97,049
	<u>\$146,716</u>	<u>\$51,636</u>	<u>\$198,352</u>
	0.430	0.430	

