

#### **GRANT APPLICATION - COVER PAGE**

Please read the Grant Application Instructions document.

CONTACT INFO							
Organization*	Santa Barbara County						
<b>Contact Person</b>	Brittany Heaton	Email	bheaton@cosbpw.net				
Position/Title	Programs and Projects Manager						
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Federal Tax ID #	95-6002833						
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PROJECT INFO							
Project Name	Santa Mari	Santa Maria Levee Trail Study					
Summary	The project	t would stud	ly the	Santa	Maria Levee	corridor to assess feasibility of	
	creating a b	oike trail fro	m Gu	adalup	e to the exist	ing trail in the City of Santa Maria. If	
					•	7 mile segment of trail between the	
	City of Gua	dalupe and	the C	ity of S	anta Maria.		
Total Project	\$80,000				Amount	\$40,000	
Cost					Requested		
Start Date	1/1/2020				End Date	4/1/2021	
Project Type	⊠Planning	3		Acquisi	tion		
(check all that	Access			Agricul	tural Preserva	ition Climate Change	
apply)	Habitat	Conservation	n/Enl	hancer	ment	Urban Greening	
	Urban V	Vaterfront					
Acres	16.3	Trail		6.7	APNs		
		Miles			(Acquisition Only)		
LOCATION INFO							
County	Santa Barba	ara		Spec	ific Location	Along Santa Maria River Levee	
Latitude	34° 58′ 33.73″N			Longitude		120° 33′ 58.41″ W	
What point is represented by the lat/longs			Western Limit of study area				
(eg., parking lot, center of site, etc):							
Is project in a Disadvantaged Community?				Ye	es No	Partially	
mapping tool:	nttps://gis.wat	er.ca.gov/app/	'dacs/				

ELECTED OFFICIALS				
Districts	Number(s)	Name(s)		
State Assembly	37	Monique Limon		
State Senate	19	Hannah Beth Jackson		
Congressional	24	Salud Carbajal		

<sup>\*</sup>Organization Type – If applicant qualifies as a 501(c)(3) organization, provide your IRS 501(c)(3) letter and Articles of Incorporation as attachments to your completed Non-Profit Questionnaire. Note: Applicants who have submitted the Non-Profit Questionnaire in the past two years do not need to resubmit. Non-profits only need to submit the articles of incorporation and 501c3 letter once, unless they are updated.

#### **GRANT APPLICATION – PROJECT DESCRIPTION**

Complete each of the elements of the project description below with clear, but detailed answers. Limit your response to this Project Description section to no more than four pages if possible.

1. **Need for the project.** Describe the specific problems, issues, or unserved needs the project will address.

This trail would provide an alternative transportation connection from the City of Santa Maria to the City of Guadalupe and the coast beyond it. Currently, the only bicycle and pedestrian connection between the City and the coast is along State Route 166, a dusty 2-lane rural highway with speed limits of up to 55 MPH that is heavily used by freight, farming, and commercial vehicles.

The project would complete a major gap by providing multimodal connectivity between existing facilities on Highway 1 in Guadalupe and the City of Santa Maria Class 1 trail on the Santa Maria Levee. This trail would be separated from vehicle traffic, and includes a crossing at Bonita School Road and connection point to new bicycle and pedestrian facilities to be constructed across the river, connecting Santa Barbara and San Luis Obispo Counties.

2. **Goals and objectives.** The goals and objectives should clearly define the expected outcomes and benefits of the project.

The goal of this study is to assess the feasibility of creating a path with connection points. The expected outcome is to determine if a project is feasible, and identify any constraints and issue area to address if fully designed and built. The first goal would be to complete preliminary cross sections and other exhibits showing the scope of a trail. The next goal would be to identify obstacles to implementing this design, then to get feedback from stakeholders on issue areas and potential solutions. Finally, feasibility of the project overall, as well as elements to incorporate into a future project to meet stakeholder needs would be developed and a concept plan approved.

The benefit of this project is it would vet the trail concept and provide more detailed plans and information to seek funding for construction, should a preferred project be identified. The benefit would be that the project would be well positioned for Active Transportation Program or other grant opportunities, with enough detail to be competitive.

Ultimately, the benefit of a trail along the levee would be access for disadvantaged communities in both Santa Maria and Guadalupe by providing a link between the two, and to recreational users from these cities. It would create a protected path to travel all the way from Santa Maria to Guadalupe, and link up with travel paths to the coast through the Rancho Guadalupe Dunes Preserve.

- 3. **Project Description.** Describe all of the major project components (i.e., what will actually be done to address the need and achieve the goals and objectives).
  - 1) Engineered drawings will be created. These include typical cross-section, as well as a plan view drawing of the trail alignment and materials.
  - 2) Detailed drawings will be created for areas with more complex issues. These include the tie-in points at the City of Guadalupe to the west and the City of Santa Maria at the east. It also includes the Bonita School Road Crossing, and any other areas where more details need to be addressed in detailed design and/or for stakeholder discussion.

- 3) Right of way exhibits will be prepared, identifying any needed right of way and details. Any needed acquisition would be identified, but would be included in future work, and not be completed as part of this grant work.
- 4) An Engineer's Estimate will be developed for the preferred alignment. Multiple estimates may be needed if there are different options to be explored with stakeholders.
- 5) Stakeholder meetings will be held to identify issue areas and where more detailed work is needed.
- 6) Preliminary environmental analysis will be completed, to determine what type of environmental document(s) are needed, what permits would be required (if any), and any potential impact areas that would affect alignment, material, and other details.
- 7) A Project Study Report will be completed, identifying a preferred option, detailing stakeholder input, and providing a summary and details of engineering, analysis, and other information to inform development of plans, specifications, and estimates for a project.
- 4. **Site Description.** Describe the project site or area, including site characteristics that are tied to the project objectives (i.e.: for acquisition of habitat, describe current vegetation assemblages, condition of habitats, known wildlife migration corridors, etc.). When relevant, include ownership and management information.

The site consists of an unimproved access across the top of the Santa Maria Levee. It is generally graded flat, with a rocky soil cover. The levee is approximately 16-18 feet wide at the top, then slopes down at approximately 2:1 to the river on the north side and farmland on the south. The project objective would be to provide access for bicycles and pedestrians with the minimum changes to the current conditions. The underlying owner is the Army Corps of Engineers, and permits may be needed, particularly if changes to the levee configuration were needed. In addition, the levee is operated and maintained by the Santa Barbara County Flood Control District. Any improvements would be coordinated with these agencies to ensure no negative impacts or major modifications are needed to the levee, habitat, or their operations. The majority of the project would be improving the surface of the levee for ridability and walkability. It could also include things like advisory signs and/or denial fencing or other guides to keep people on the trails.

In addition, access points would need to be studied, particularly at the west end where the trail would leave the levee and connect with the City of Guadalupe transportation network.

5. **Specific Tasks.** Identify the specific tasks that will be undertaken and the work that will be accomplished for each task.

#	Task Name	Description	Expected Completion
			Date
1	Engineered drawings	Concept plans and cross sections	5/1/2020
2	Estimates and analysis	Cost estimates, issue area identification, exhibit preparation	9/1/2020
3	Stakeholder meetings	Gather input and identify stakeholder issues and potential solutions	12/15/2020
4	Project Study Report	Compile analysis, create report	4/1/2021

Add or delete rows as necessary.

- 6. **Work Products.** List below the specific work products or other deliverables that the project will result in:
  - 25% Engineering plans and typical cross section(s)
  - Engineer's Estimate
  - Project Study Report
- 7. **Measuring Success.** For projects involving restoration, construction or land acquisition, describe the plan for monitoring, evaluating and reporting project effectiveness, and implementing adaptive management strategies if necessary. For planning projects, do the plans include monitoring and measuring project success? Who will be responsible for funding and implementing ongoing management and monitoring?
  - Success for this phase would be completion of the Project Study Report. Final implementation and monitoring would be included in future work.
- 8. **Applicant Capacity**. The applicant must demonstrate that it can adequately administer the grant and manage the project, and that its entire operating budget is not dependent upon the underlying grant. The applicant should address the following organizational capacity and expertise elements, including but not limited to:
  - Capacity to manage a state grant, including fiscal system and staff dedicated to financial operations;
  - Ability to address cash flow and how the applicant will handle the process of reimbursement payments;
  - Proof of qualified staff or contractors to carry out the project activities;
  - A record of success completing similar projects and the commitment to see the project to completion.
  - If applicant qualifies as a 501(c)(3) organization, provide your IRS 501(c)(3) letter and Articles of Incorporation as attachments to your completed Non-Profit Questionnaire. Note: Applicants who have submitted the Non-Profit Questionnaire in the past two years do not need to resubmit.

Santa Barbara County Public Works- Transportation manages approximately \$10-20M/year in projects. This includes local, state, and federally funded grants such as Safe Routes to School, Active Transportation Program, Highway Bridge Program, Community Development Block Grant projects, FEMA and FHWA-ER projects, Hazard Mitigation Grant Projects, Measure A grant projects, and Highway Safety Improvement Program grant projects. We have six full-time accounting and finance professionals dedicated to financial operations, and utilize fiscals systems with tight controls including internal and external audits to ensure all financial operations meet funding and grant requirements. Our division has a multimillion-dollar reserve fund to handle cash flow, and our financial professionals are well versed in invoicing and reimbursement processes for various grants. For other technical project activities, we have a staff that includes multiple licensed professional engineers, engineering associates, and technicians with the skills and expertise to carry out all project activities. In addition, we have senior environmental planners, project managers, a geologist, structures specialists, and a surveyor for any specific technical work needed.

Santa Barbara County has a record of completing approximately \$10-20M/year in transportation infrastructure on an annual basis. Many of these projects started with the studies and community process this grant would provide for.

9. **Project History.** Provide a history of the project including how it was identified as a priority, organizations involved in development of the project, key steps that have already been completed, and any background information not provided in the project description. Is the project related to any previous or proposed Coastal Conservancy projects? If so, which ones and how are they related?

This project was identified by the active transportation community as a priority project for the area. An Active Transportation Program grant was sought to implement it. During that process, we determined that this area needed further study and stakeholder input before pursuing a grant for full implementation. This grant would allow that process to take place. It also would tie into the Rancho Guadalupe Dunes Preserve work being done, and create a broad access network to the Dunes that stretches all the way east to Santa Maria and north to San Luis Obispo.

- 10. **Maps and Graphics.** Provide the following project graphics with your application. Project maps and design plans should be combined into one pdf file with a maximum size of 10 MB. Project photos should be provided in jpg format.
  - Regional Map Clearly identify the project's location in relation to prominent area features
    and significant natural and recreational resources, including regional trails and protected
    lands.
  - Site-scale map Show the location of project elements in relation to natural and man-made features on-site or nearby. Any key features discussed in project description should be shown.
  - Design Plan Construction projects should include one or more design drawings or graphics indicating the intended site improvements.
  - Site Photos One or more clear photos of the project site

See Attached

#### **GRANT APPLICATION – PRELIMINARY BUDGET AND SCHEDULE**

In the budget matrix below, relist the tasks identified in question #5 above and for each task provide: 1) the estimated completion date for the task, 2) the estimated cost of the task, and 3) the funding sources (applicant, Conservancy, and other) for the task. The table will automatically sum the totals for each row and column.

Note: Please do not include in-kind services or contributions in the table below. *Please also note that food and drinks are not allowable expenses.* Attendance at conferences or trainings must be included as a separate line item in the budget and must clearly support successful implementation of the project.

Task	Task	Coastal	Other CA	Other Non-	<b>Total Cost</b>	Expected
Number		Conservancy	State	State Funds		Completion
			Funds			Date
1	Eng. Drawings	12,500		12,500	<mark>25,000</mark>	<mark>5/1/2020</mark>
2	Estimates and Analysis	8,000		8,000	<mark>16,000</mark>	9/1/2020
3	Stakeholder process	6,250		6,250	<b>12,500</b>	12/15/2020
4	Project Study Report	13,250		13,250	<mark>26,500</mark>	<mark>4/1/2021</mark>
TOTAL		\$ 40,000	\$ 0	\$ 40,000	\$ 80,000	

Add or delete rows as necessary.

#### **Other Funds**

Please list all of the sources of match funding described above. Please indicate if other funding sources have been secured or are pending (applied for but not yet awarded). **Do not** include in-kind services or contributions in the table below.

Source	Amount (\$)	Status - Secured / Applied for	State of CA Funds Y/N
TDA- Bike and Pedestrian Account	40,000	Secured	YES
TOTAL	\$40,000		

Add or delete rows as necessary.

#### **In Kind Services**

In-kind services or contributions include volunteer time and materials, bargain sales, and land donations. Describe and estimate the value of expected in-kind services.

#### **Budget Justification**

Please provide a brief narrative explanation of the budget that explains and justifies the costs. The purpose of the narrative is to provide background and detail to explain the costs in the budget, including the source of the estimates. The narrative should specify whether the budget includes administrative or

indirect costs, and/or contingencies and those amounts of each. If the budget is based on an engineer's cost estimate, provide a copy of the estimate and specify how complete (i.e., what percent) is the design on which the estimate is based.

Attached is the estimate for the scope included in the grant. The County has an approved Federal Indirect Cost Rate. However, the estimate is based on 15% markup of base costs, not the FICR.

#### **GRANT APPLICATION - ADDITIONAL INFORMATION**

For each question unless otherwise specified, please limit your answer to one concise paragraph. See grant application instructions for more information. **Questions 11-19 should be answered by all applicants.** For questions 20-23, enter "not applicable" if the question does not pertain to your project.

11. Environmental Review: Projects funded by the Coastal Conservancy must be reviewed in accordance with the California Environmental Quality Act ("CEQA"). CEQA does not apply to projects that will not have either a direct or indirect effect on the environment. For all other projects, if the project is statutorily or categorically exempt under CEQA, no further review is necessary. If the proposed project is not exempt, it must be evaluated by a public agency that is issuing a permit, providing funding, or approving the project, to determine whether the activities may have a significant effect on the environment. The evaluation results in a "Negative Declaration (Neg Dec)," "Mitigated Negative Declaration (MND)," or "Environmental Impact Report." NOTE – the Coastal Conservancy can not grant funding for construction or restoration projects without final CEQA documentation. For more information on CEQA, visit: <a href="http://resources.ca.gov/ceqa/flowchart/">http://resources.ca.gov/ceqa/flowchart/</a>.

The	e proposed project (select the appropriate answer):
$\boxtimes$	Is not a project under CEQA. Briefly specify why.
	Is exempt under CEQA. Provide the CEQA exemption number and specify how the project meets the terms of the exemption.
	Requires Neg Dec, MND, or EIR. Specify the lead CEQA agency (the agency preparing the document) and the (expected) completion date. Please note that the Conservancy will need to review and approve any CEQA document.

This grant would cover preliminary engineering and a project study report. The environmental analysis and any environmental documents or exemptions would be determined in future phases. One part of the scope of the grant is to determine what environmental document (if any) would be required for construction.

12. **Permits:** If this is an implementation project, please list permits the project will require and their respective status.

Name of permit(s)	Status (e.g. acquired, pending, included in scope of proposed project)	Date of permit (or expected date)
n/a		

Add more rows as needed

13. Wetland / Riparian Area Monitoring Plan: Does the project involve the construction or restoration of a wetland or riparian area? n/a –study only
□ No □ Yes
If yes, and the project is awarded a Conservancy grant, please note that you will be required to conduct a baseline report utilizing the California Rapid Assessment Method (CRAM) within the year prior to the beginning of project construction, unless otherwise agreed upon in writing by the Conservancy and the grantee. (More information is available at <a href="http://www.cramwetlands.org/">http://www.cramwetlands.org/</a> ). You will also be required to provide a plan for Completion of Post-Construction CRAM Assessment, including a budget and timeline for the collection of at least one additional CRAM assessment following construction of the project and prior to the completion date of the grant agreement in order to document the change in wetland condition at the project site. Costs associated with CRAM assessment can be included in the proposed project budget.
14. <b>Consistency with State Plans:</b> If the proposed project will help to implement or promote the goals of any of the State Plans listed below, check that plan and specify which of the plan's goals, objectives, priority actions, etc. will be furthered by the project. Provide 1-3 sentences <u>perelevant plan</u> explaining how the project advances that plan.
☐ California @ 50 Million: The Environmental Goals and Policy Report
$\square$ CA Climate Adaptation Strategy/Safeguarding California: Reducing Climate Risk Plan
☐ California Water Action Plan
☐ CA Wildlife Action Plan
☐ California Aquatic Invasive Species Management Plan
☐ California Essential Habitat Connectivity Strategy for Conserving a Connected California
☐ State and Federal Species Recovery Plans (specify the plan)
$\square$ Habitat Conservation Plans/Natural Community Conservation Plans (specify the plan)
☐ California Coastal Sediment Management Master Plan
☐ Completing the California Coastal Trail
☐ Other relevant state or regional plan(s) (specify the plan):

15. **Consistency with Conservancy's 2018-2022 STRATEGIC PLAN:** Please list up to 3 of the most applicable Conservancy strategic plan goals and objectives that this project meets.

<b>GOAL</b>	(S) 8	OBJEC	CTIVE(S)	):
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•	Consistent with Goal _	, Objective _	of the Co	onservancy's	2018-2022 9	Strategic Plan
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• Consistent with **Goal \_\_\_\_, Objective \_\_\_\_** of the Conservancy's 2018-2022 Strategic Plan.

Explore the Coast – This trail will connect Santa Maria to paths that lead to the Rancho Guadalupe Dunes coastal area. It falls under the following "Explore the Coast" objectives:

- Design new trail segments
- Construct new trail segments
- Implement projects that expand or enhance opportunities for access for people with disabilities to and along the coast and coastal trails.
- Design new regional trails and river parkways that connect inland populations to the coast
- Construct new regional trails and river parkways that connect inland populations to the coast.
- 16. **Support:** List the public agencies, non-profit organizations, elected officials, and other entities and individuals that support the project. Describe involvement in the development of the project by communities impacted or benefited by the project

SBCAG has included it the regional Bicycle Master Plan

The SB Bicycle Coalition supports this project

The Cities of Guadalupe and Santa Maria support this study

County Third District Supervisor Joan Hartmann supports this study

All of the above have collaborated in the process of selecting this project as a priority for further study, including public meetings and letters of support.

17. **Need:** What would happen to the project if no funds were available from the Conservancy? What project opportunities or benefits could be lost and why if the project is not implemented in the near future?

If no funds were available, studies may not be completed that would make a project a candidate for State Active Transportation Program funding through a competitive process.

18. **Regional Significance:** Describe the regional significance of the project with respect to recreation (regional trails and parks, staging areas, environmental education facilities, etc.), agricultural resources, and/or natural resources (including listed species, identified high priority habitat, wildlife corridors, watersheds, and agricultural soils).

This project would complete a critical gap in regional recreational use, as well as connectivity between the cities of Guadalupe and Santa Maria, connecting the inland parts of Santa Maria to Guadalupe and into the system that leads to the coast. It will provide links between San Luis Obispo and Santa Barbara County Cities and the Guadalupe Dunes area, completing a network of miles of separated multiuse trails for recreation and connectivity.

19. Sea Level Rise Vulnerability: If the project involves a site that is close to a shoreline (i.e. potentially flooded or eroded due to climate change), please identify vulnerabilities of the site in relation to flooding, erosion, and sea level rise/storm surges for the years 2050 and 2100 (assume 16 inches and 55 inches of sea level rise respectively). For reference, see the <a href="State of California's Sea Level Rise Guidance Document (2018 Update)">State of California's Sea Level Rise Guidance Document (2018 Update)</a>. Describe any adaptive management approaches you have considered for addressing Sea Level Rise. Specify the expected lifespan or duration of the project.

n/a

#### **ONLY AS APPLICABLE:**

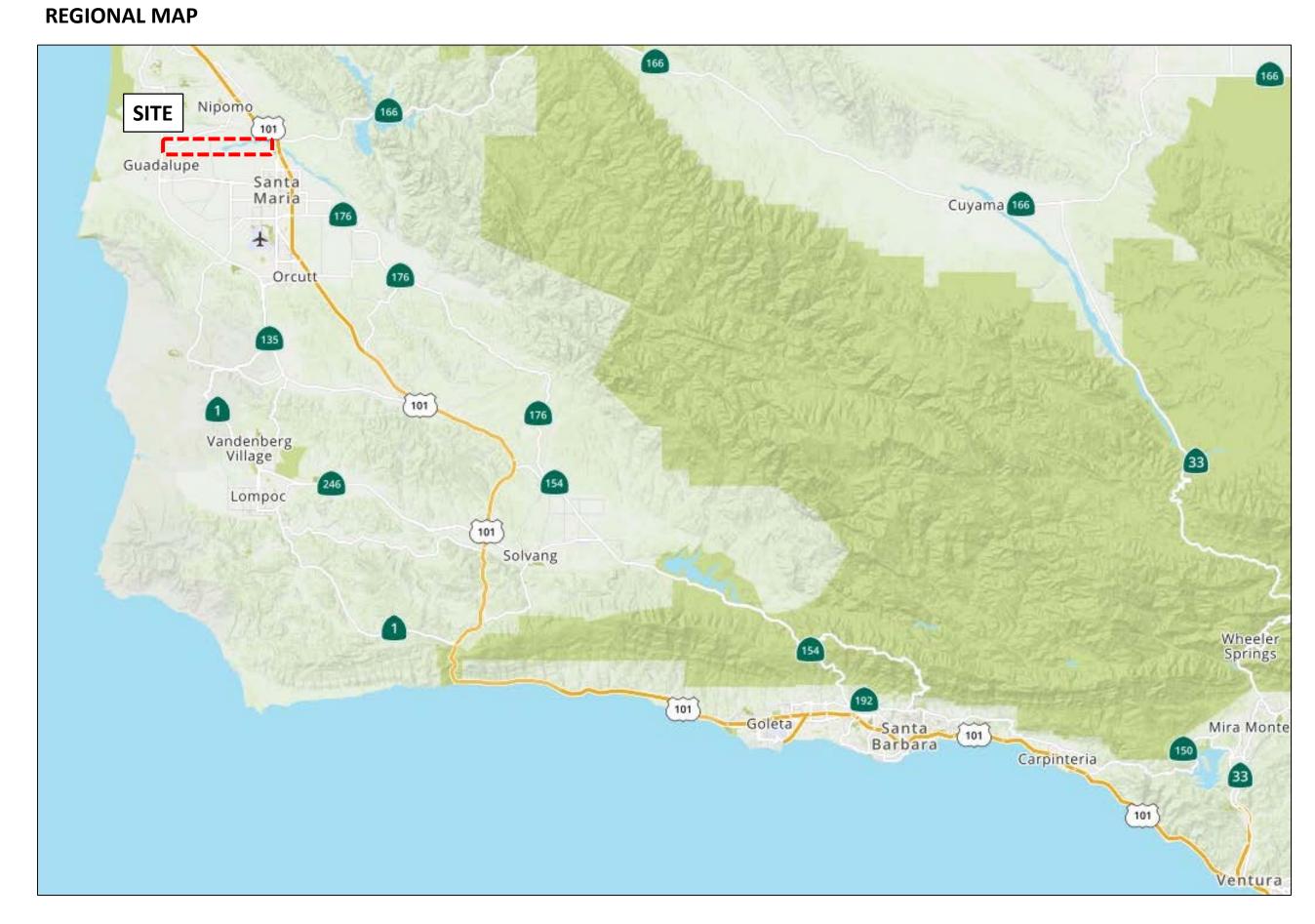
- 20. **Innovation:** Describe how the project is innovative. [Many kinds of innovation are possible technical, environmental, design, economic, etc.]
  - This project is innovative in that it uses an already-constructed levee for an alternate use of transportation. Thus, with extremely cost-effective, relatively minor modifications it could create miles of new useable trails.
- 21. Vulnerability from Climate Change Impacts Other than Sea Level Rise: Describe how the project objectives or project may be vulnerable to climate change impacts (fire, drought, species and habitat loss, etc.) other than sea level rise, coastal erosion or flooding. Identify design, siting, or other measures incorporated into the project to reduce these vulnerabilities.
- 22. **Greenhouse Gas Emissions/Climate Change:** If the proposed project will result in production of greenhouse gas emissions (including construction impacts and vehicle miles travelled as part of a public access component), describe the measures the project includes to reduce, minimize or avoid greenhouse gas emissions through project design, implementation construction, or maintenance. What, if any, are the possible sources or sinks of greenhouse gases for the project, such as carbon sequestration from habitats at the site? If one of the project goals is to sequester carbon (reduce greenhouse gas concentrations), how do you intend to ensure continued long-term sequestration while achieving project objectives? Do you have any plans to seek carbon credits for the carbon sequestration activities on the project site?
  - This project would reduce greenhouse gas emissions by promoting non-motorized modes of transportation.
- 23. **California Conservation Corps:** Applicants proposing construction projects are urged to consider using the California Conservation Corps. If the project involves construction, please indicate that you have contacted the Corps regarding the project and the results of that contact.

n/a – no construction

#### **GRANT APPLICATION CHECKLIST**

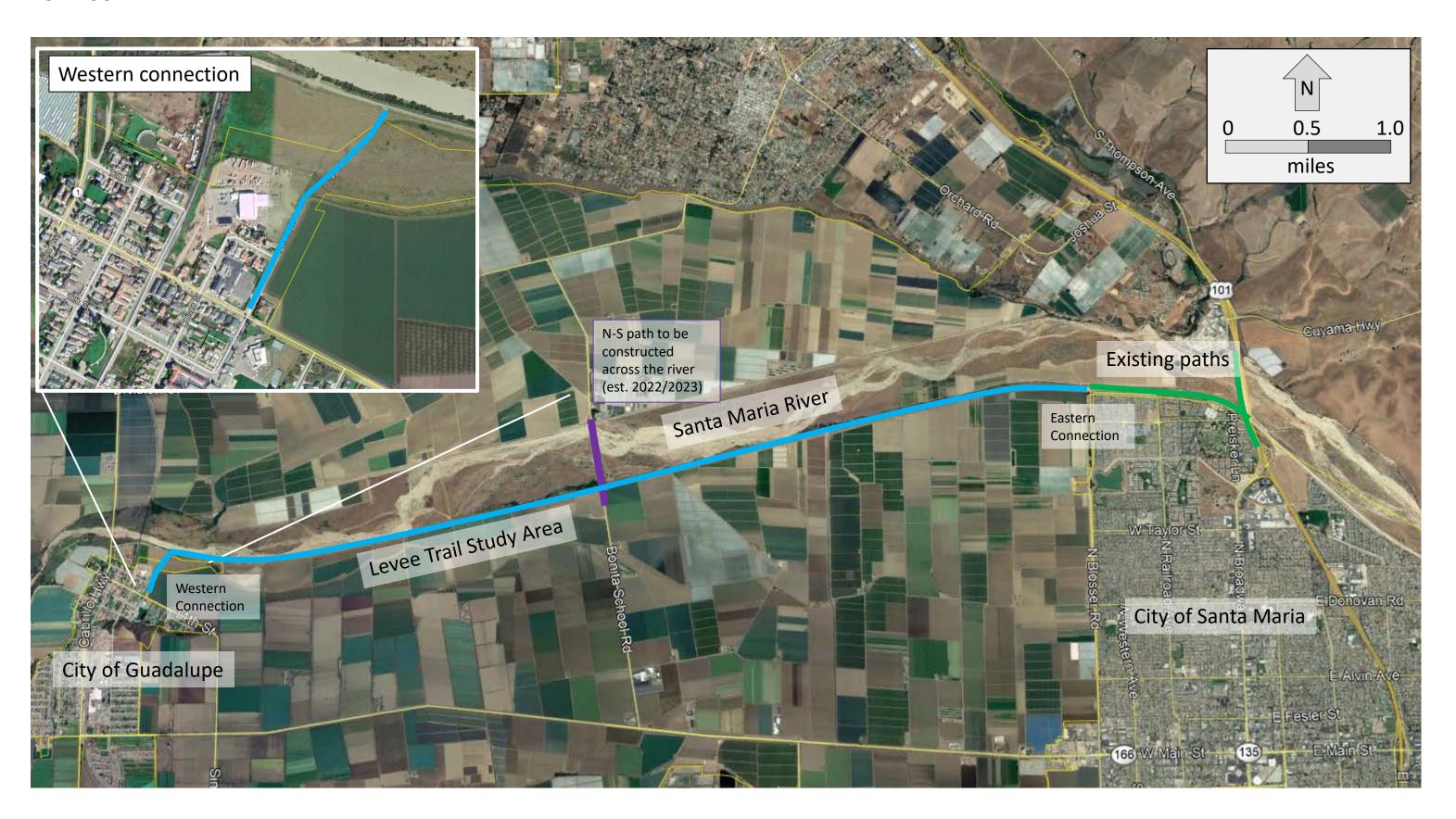
A complete	application will consist of the following files:
	Grant Application form (in Microsoft word or rtf format), consisting of 3 sections:  O Project Description  O Preliminary Budget and Schedule  O Additional Information
	Project maps and design plans (in one pdf file, 10 MB maximum size)
	Project photos (in jpg format)
	For Nonprofit Organizations, please submit a completed <u>Nonprofit Organization Pre-Award Questionnaire</u> , and the organization's 501(c)(3) letter and Articles of Incorporation. <i>Note:</i> Applicants who have submitted these documents in the past two years do not need to resubmit. Non-profits only need to submit the articles of incorporation and 501c3 letter once unless they are updated.

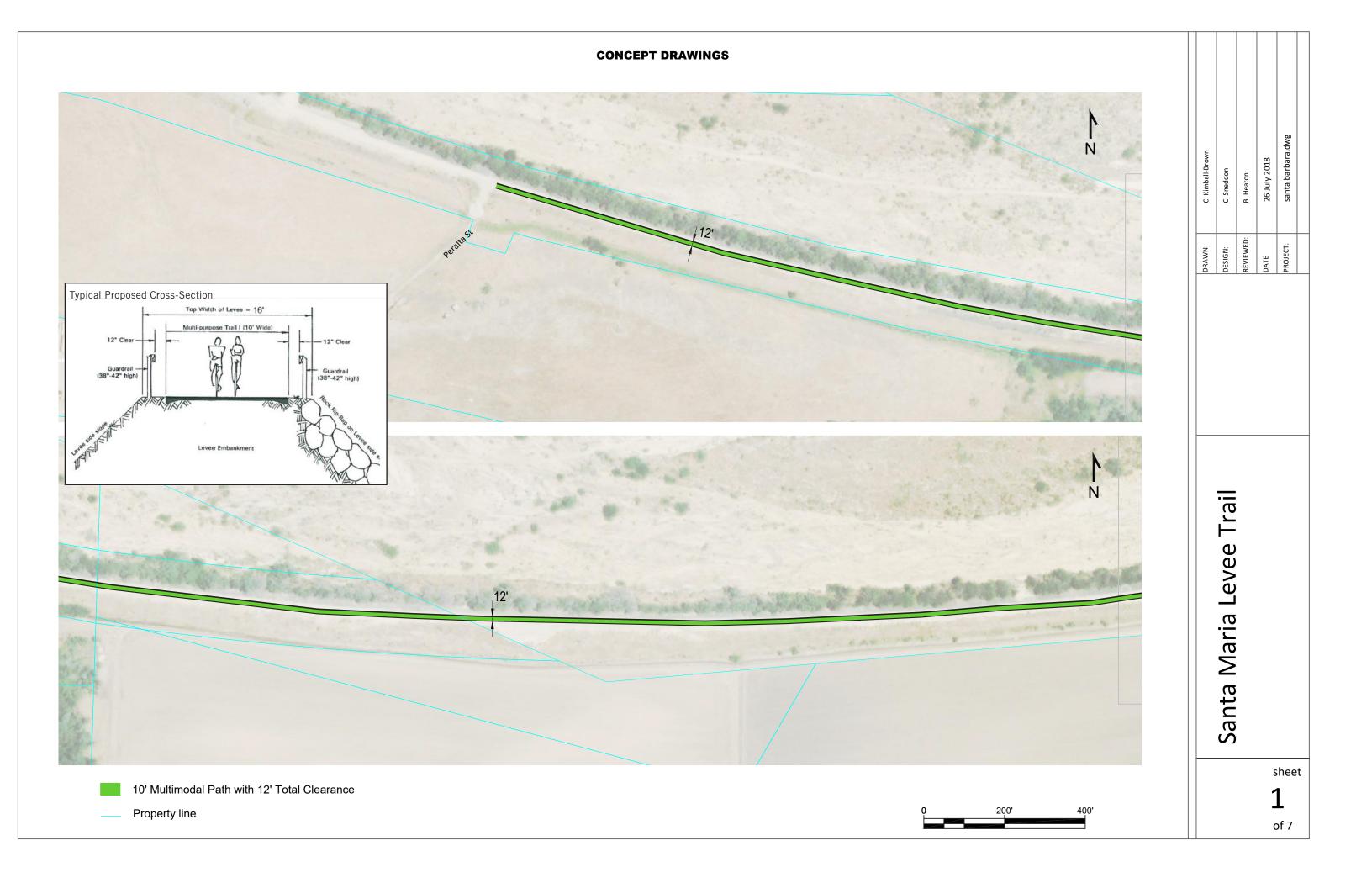
# Santa Maria Levee Trail Study

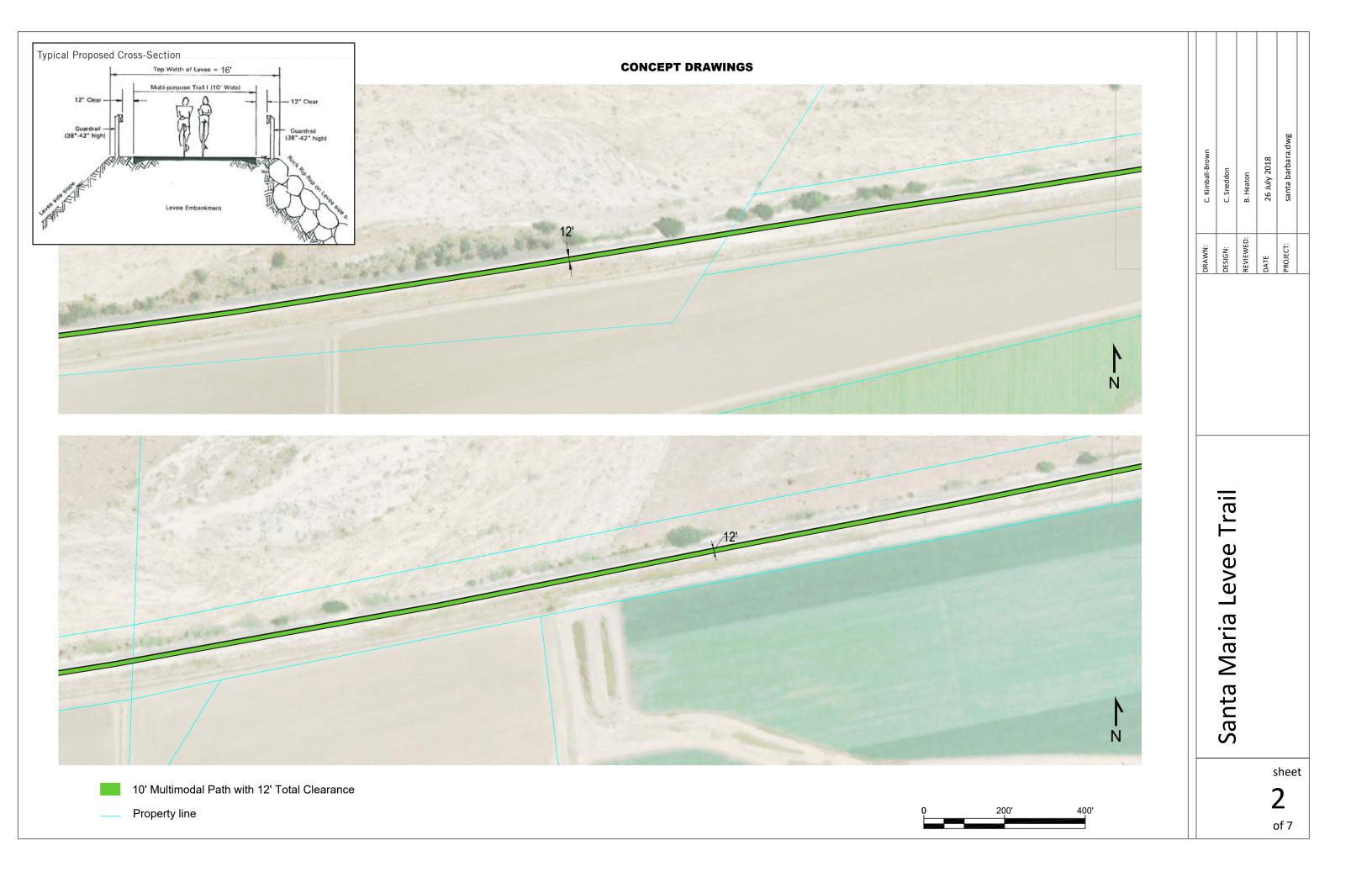


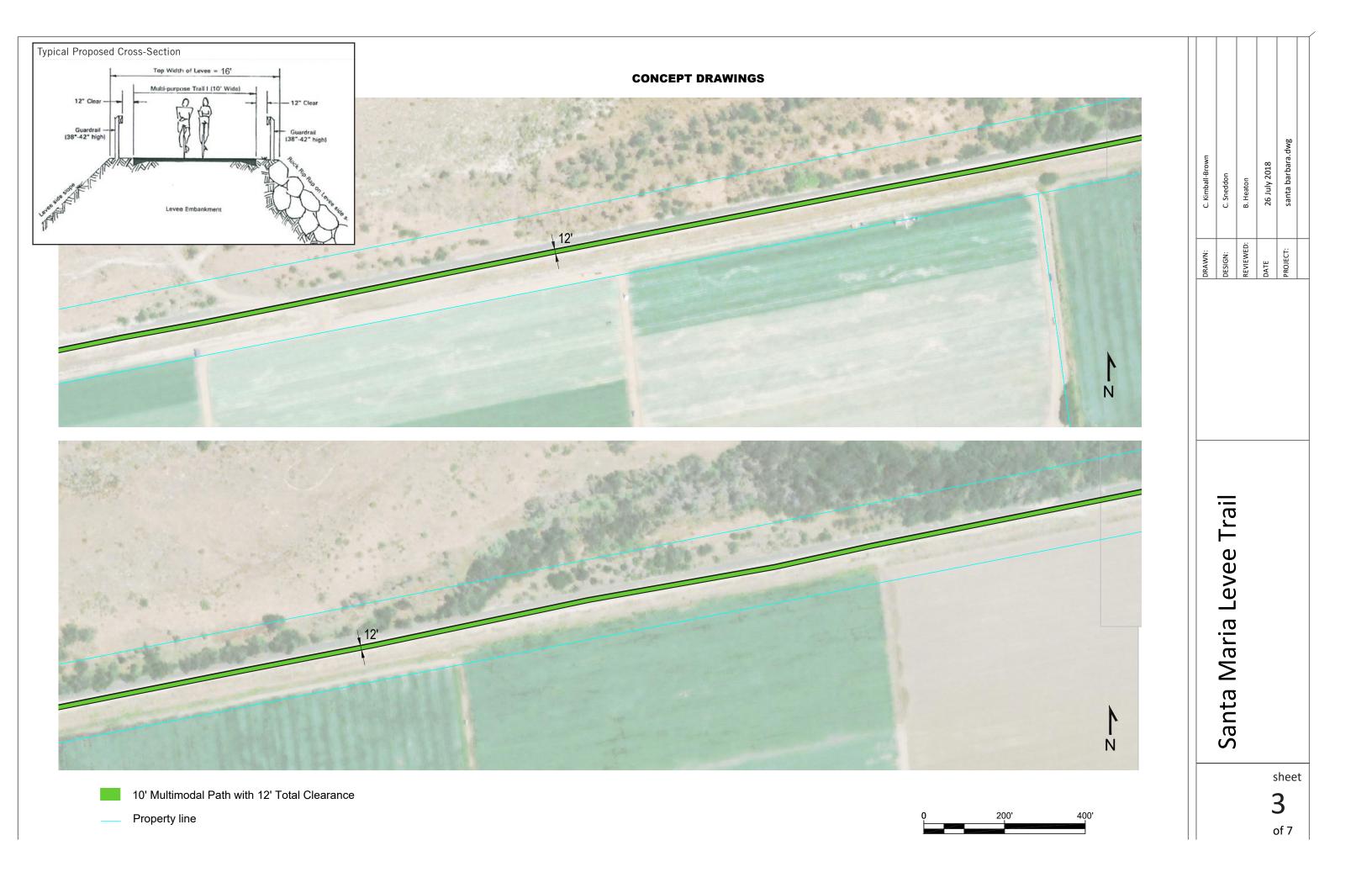
## Santa Maria Levee Trail Study

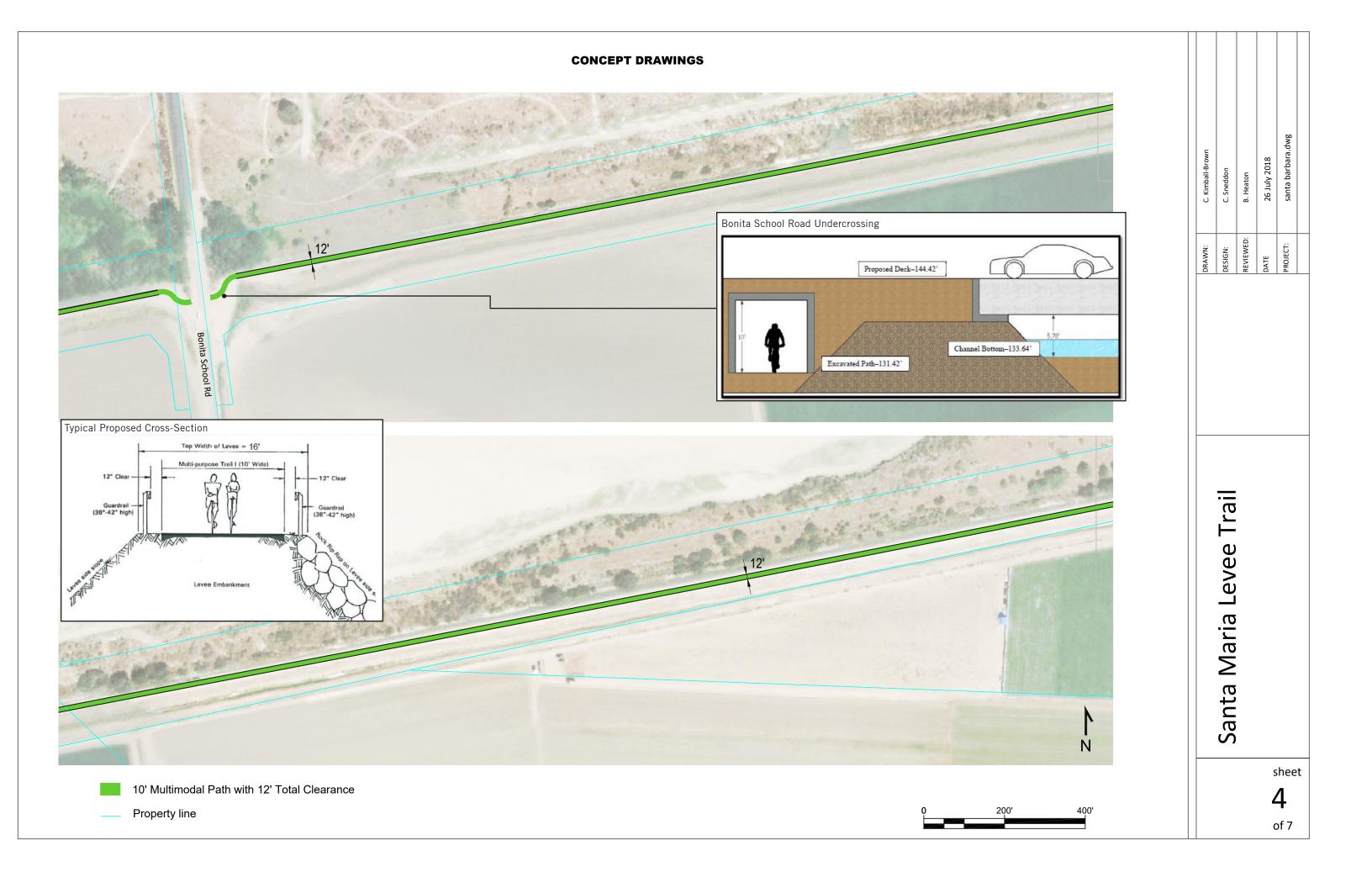
### **SITE-SCALE MAP**

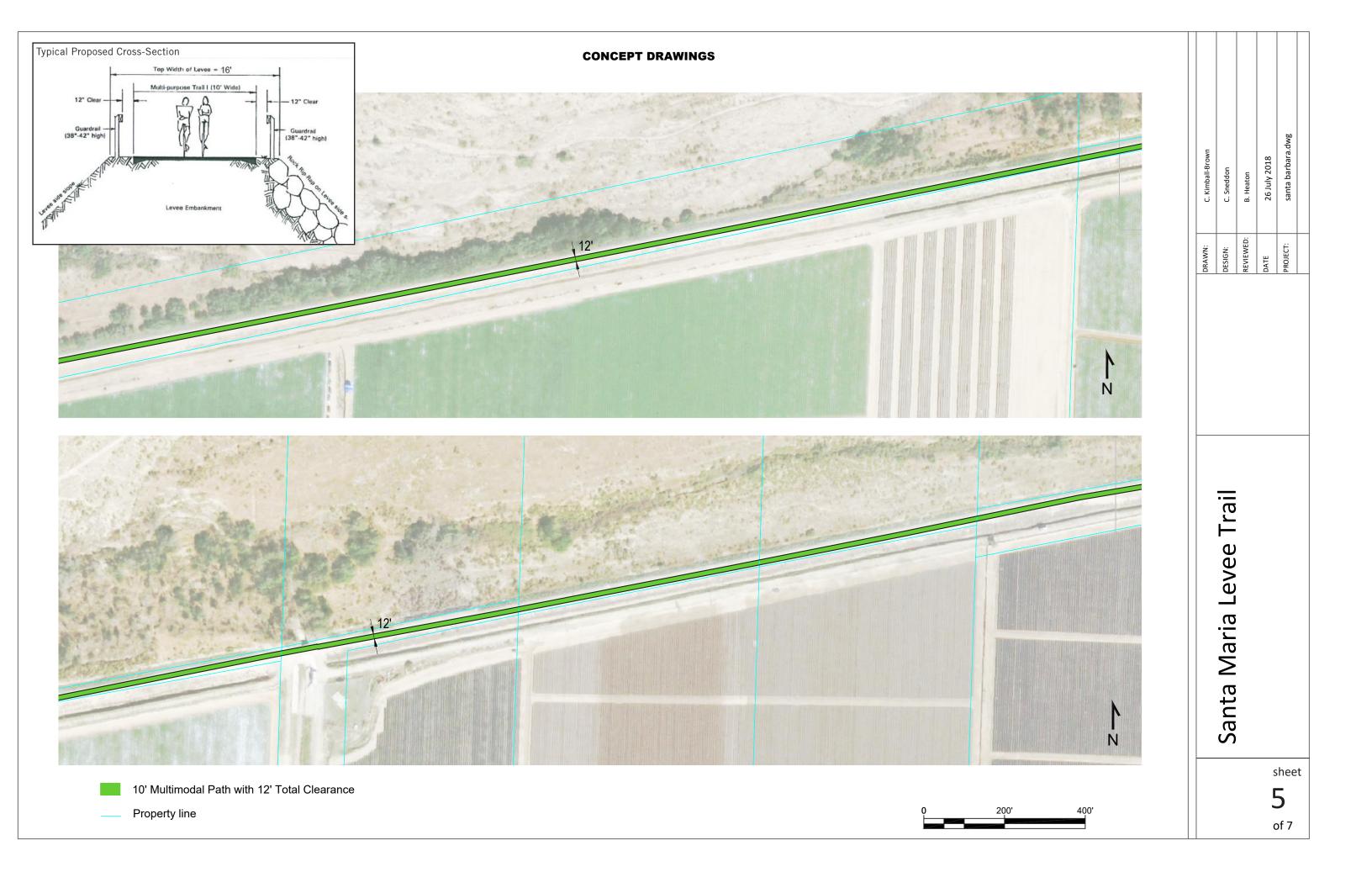


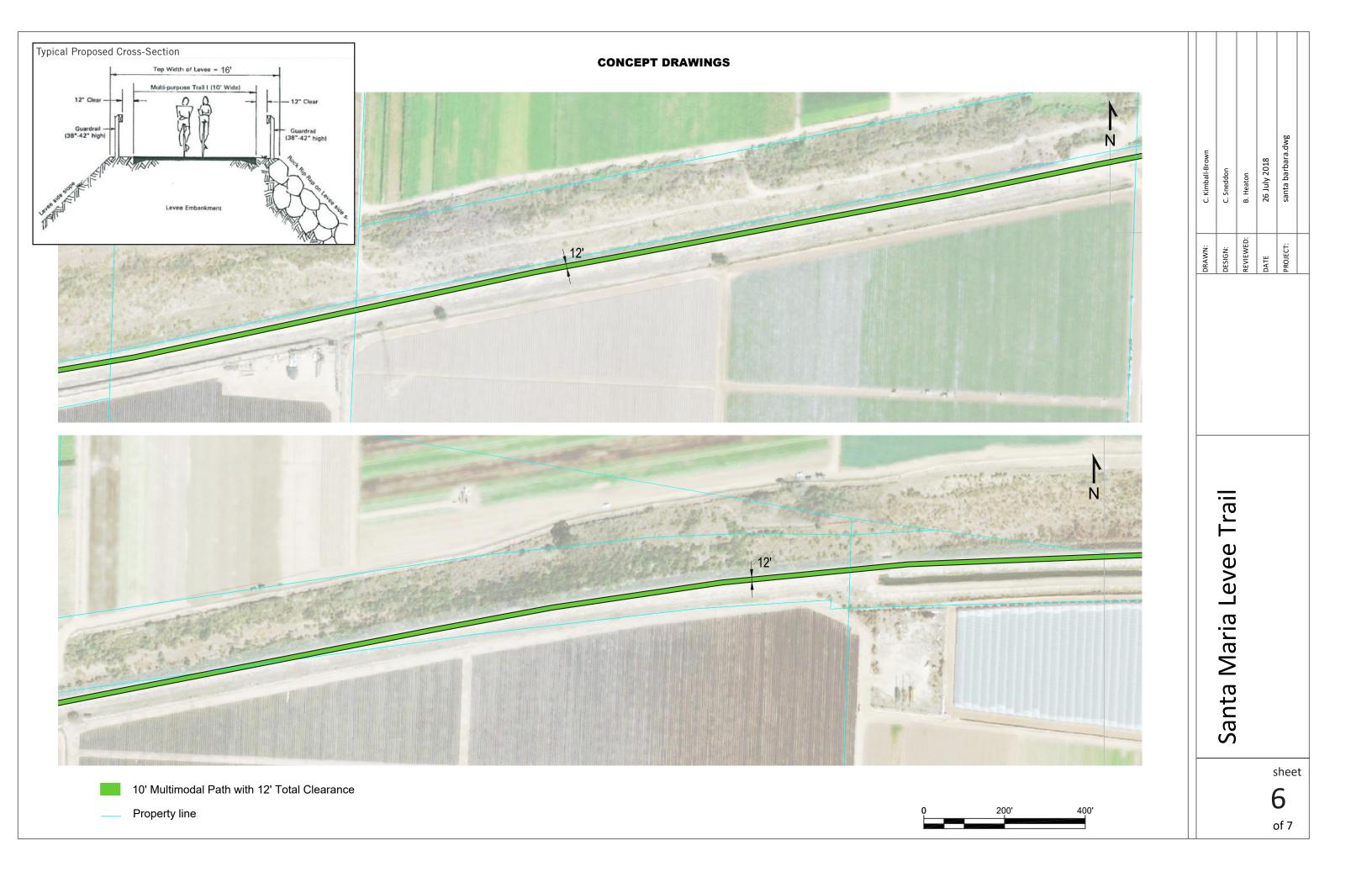














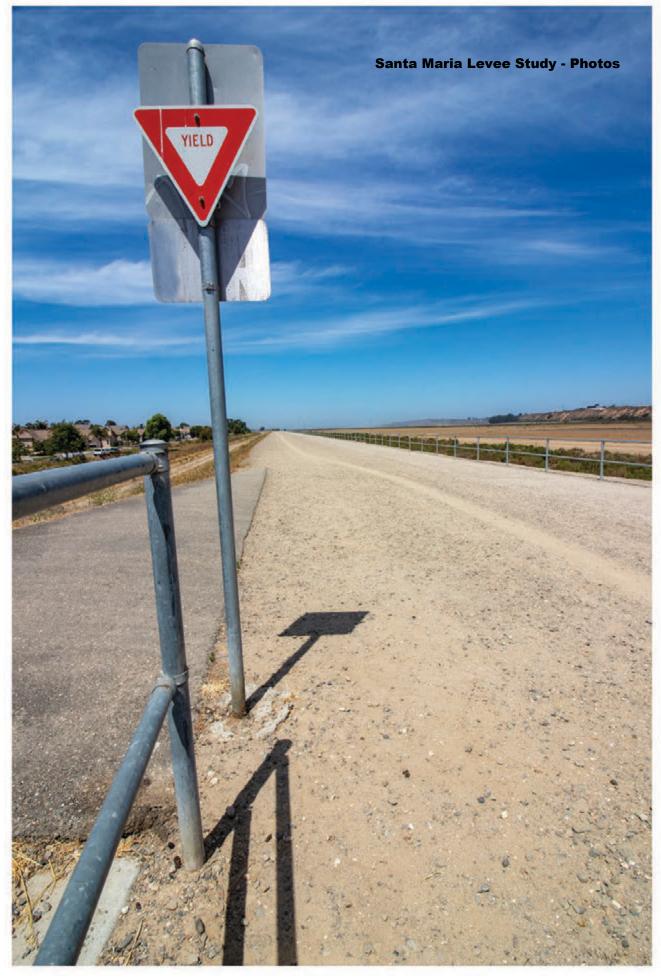
C. Kimball-Brown	C. Sneddon	B. Heaton	26 July 2018	santa barbara.dwg	
DKAWN:	DESIGN:	REVIEWED:	DATE	PROJECT:	

Santa Maria Levee Trail

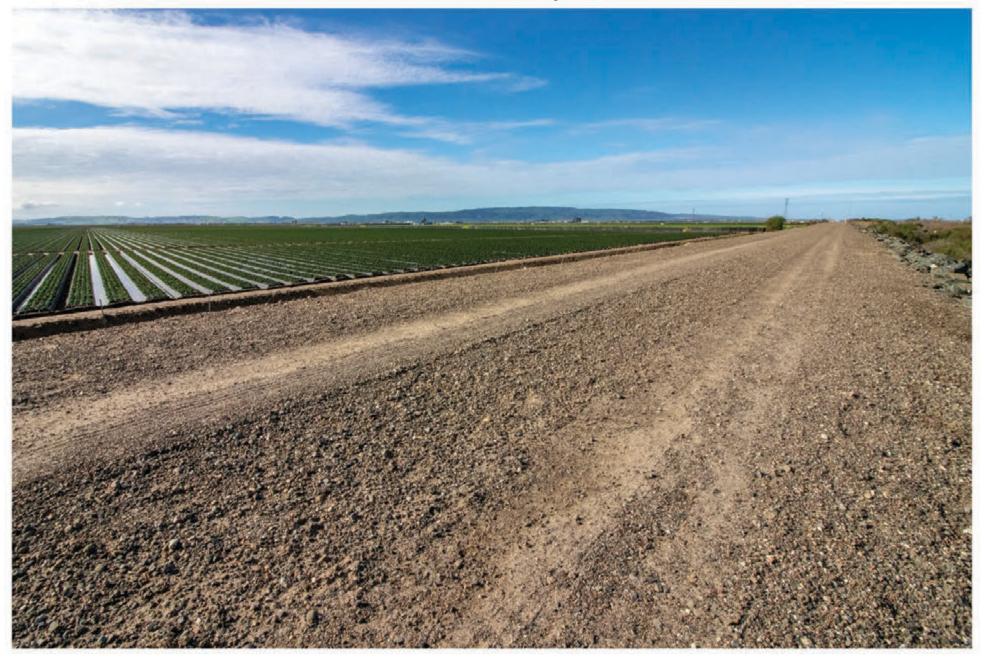
sheet

7

of 7



City of Santa Maria levee trail. Unpaved, improved.



Santa Maria Levee proposed trail for improvement. Facing east. November 2017.



Santa Maria Levee proposed trail for improvement. Facing east. November 2017.



Santa Maria Levee proposed trail for improvement. Current terminus at Blosser Road. Current condition.

#### Coastal Conservancy Grant Application

Santa Maria Levee Trail Study

Janta Maria Levee Tran Study												
	CE Associate		Engineering Technician		CE Specialist		Project Manager		Environmental Planner		Office Professional	
Task	rate:	\$89.00	rate:	\$67.00	rate:	\$102.00	rate:	\$100.00	rat	e: \$90.00	rate:	\$67.00
1.0 Engineering Drawings												
Field measurements	24	\$2,136.00	16	\$1,072.00	8	\$816.00	4	\$400.00				
Survey work	24	\$2,136.00	16	\$1,072.00	8	\$816.00	4	\$400.00				
Base Map			24	\$1,608.00			5	\$500.00				
CAD Alignments	40	\$3,560.00	8	\$536.00								
CAD sections	40	\$3,560.00	10	\$670.00								
Plan checks	20	\$1,780.00	16	\$1,072.00	12	\$1,224.00	8	\$800.00				
Coordination/scheduling							8	\$800.00				
2.0 Estimates and Analysis												
Items list	12	\$1,068.00	12	\$804.00	4	\$408.00	4	\$400.00				
Quantity Calcs	24	\$2,136.00	16	\$1,072.00	4	\$408.00	4	\$400.00				
Estimate	12	\$1,068.00	12	\$804.00	4	\$408.00	4	\$400.00				
Review/revise	12	\$1,068.00			4	\$408.00	4	\$400.00				
Environmental studies/analysis									40	\$3,600.00		
Permit screening									12	\$1,080.00		
3.0 Stakeholder feedback												
meeting coordination							16	\$1,600.00			16	\$1,072.00
outreach							16	\$1,600.00			8	\$536.00
exhibits	8	\$712.00	8	\$536.00					8	\$720.00		
meeting	6	\$534.00	6	\$402.00	6	\$612.00	8	\$800.00	4	\$360.00	12	\$804.00
data compilation/debrief	4	\$356.00	4	\$268.00	4	\$408.00	8	\$800.00	4	\$360.00		
4.0 Project Study Report												
analysis	24	\$2,136.00			10	\$1,020.00	16	\$1,600.00	2	\$180.00		
text, compilation	40	\$3,560.00	16	\$1,072.00	12	\$1,224.00	16	\$1,600.00			40	\$2,680.00
figures	24	\$2,136.00	16	\$1,072.00	5	\$510.00	4	\$400.00			12	\$804.00
reviews/revisions/finalize	24	\$2,136.00	16	\$1,072.00	12	\$1,224.00	8	\$800.00	2	\$180.00	16	\$1,072.00
TOTAL: \$80,000.00		\$30,100.00		\$13,200.00		\$9,500.00		\$13,700.00		\$6,500.00		\$7,000.00