



**SAN FRANCISCO
HUMAN SERVICES AGENCY**

MEMORANDUM

Department of Benefits
and Family Support

Department of Disability
and Aging Services

P.O. Box 7988
San Francisco, CA
94120-7988
www.SFHSA.org



London Breed
Mayor

Trent Rhorer
Executive Director

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, EXECUTIVE DIRECTOR

FROM: SUSIE SMITH, DEPUTY DIRECTOR FOR POLICY & PLANNING
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS

DATE: NOVEMBER 21, 2024

SUBJECT: GRANT MODIFICATION: **MISSION ACTION** (formerly **DOLORES STREET COMMUNITY SERVICES**) TO PROVIDE THE LITTLE MARKET

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GRANT TERM:	<u>Current</u>	<u>Modification</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
	08/01/2022- 06/30/2025	07/01/2024- 06/30/2025	08/01/2022- 06/30/2025		
GRANT AMOUNTS:	\$6,687,163	\$781,344	\$7,468,507	\$746,851	\$8,215,358
ANNUAL AMOUNT:	<u>FY 22-23</u>	<u>FY 23-24</u>	<u>FY 24-25</u>		
	\$4,125,000	\$1,628,413	\$1,715,094		
FUNDING SOURCE:	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
FUNDING:	\$7,468,507			\$746,851	\$8,215,358
PERCENTAGE:	100%				100%

The San Francisco Human Services Agency (SFHSA) requests authorization to modify the existing grant agreement with Mission Action (formerly Dolores Street Community Services) for the period of July 1, 2024 to June 30, 2025 in the additional amount of \$781,344 plus a 10% contingency for a revised total amount not to exceed \$8,215,358. The purpose of the grant is to distribute groceries to San Franciscans at The Little Market. Clients will be able to continue receiving similar services as last fiscal year with these addition funds.

Background

Since the beginning of the COVID-19 pandemic, the Citywide Food Access Team (CFAT) has partnered with community-based organizations to address food insecurity which has been exacerbated during the pandemic. To align with the City’s vision of eliminating food insecurity throughout San Francisco, CFAT continues to seek meaningful partnerships to increase food access for San Franciscans.

This grant is to operate The Little Market which was started in the beginning of the pandemic as an emergency response but still remains a large and effective food security intervention for the Mission and surrounding neighborhoods.

Services to be Provided

Grantee will be the operator of a grocery distribution program co-located with other critical services being provided to the community. The grocery distribution program shall feature food bags/boxes comprised of nutritious, high-quality, and culturally appropriate foods that will be distributed both in-person and through distribution networks of community-based organization partners who serve low-income, underserved San Franciscans.

Grantee shall coordinate a “market-style” pantry, where recipients can select the items they desire for their food bags/boxes. This “market-style” pantry must occur at minimum two days per week at times that are convenient for recipients. Grantee must also partner with community-based organizations serving underserved, low-income individuals to distribute food bags/boxes through these organizations.

Throughout the grant term, Grantee shall actively seek and incorporate participant feedback into the grocery distribution program to ensure distributed items meet participants’ food preferences and are of high quality. Grantee shall work with SFHSA to ensure all participants are provided a dignified experience throughout the program, including but not limited to a participant’s experience enrolling in the program, picking up groceries, and providing feedback. Grantee shall ensure paid and/or volunteer staff present for in-person distribution at The Little Market speak Cantonese, English, and Spanish.

Location

Services will be provided at 1050 South Van Ness Ave. in the Mission neighborhood of San Francisco.

Selection

Grantee was selected through Request for Proposals #1027, which was competitively bid in June 2022.

Funding

Funding for this grant is provided by City and County General Funds.

ATTACHMENTS

Appendix A-3: Services to be Provided

Appendix B-3: Program Budget

Appendix A-3 – Services to be Provided

Mission Action
(formerly Dolores Street Community Services)

The Little Market
August 1, 2022 – June 30, 2025
Updated November 4, 2024

I. Purpose of Grant

The purpose of this grant is to fund a grocery distribution program centered in dignity, choice, and quality to provide free groceries to low-income, underserved San Franciscans.

II. Definitions

BIPOC	Black, Indigenous and People of Color
CARBON	Contracts Administration, Reporting, and Billing On-line System
City	City and County of San Francisco, a municipal corporation
Culturally-appropriate	Ingredients and preparations of foods that acknowledge and appreciate the experiences, traditions, and diverse preferences of a particular population.
Grantee	Mission Action
Grocery Unit/Unit of Service	One food bag/box
Limited-English proficiency	Person limited in ability or unable to speak, read and/or write the English language well enough to understand and be understood without the aid of an interpreter.
Low-income	Having income at or below 300% of the federal poverty line defined by the federal Bureau of the Census and published annually by the U.S. Department of Health and Human Services. This is only to be used by consumers to self-identify their income status, not to be used as a means test to qualify for the program.
SFHSA	San Francisco Human Services Agency
SF OEWD	San Francisco Office of Economic and Workforce Development
SOGI	Sexual Orientation and Gender Identity; <i>Ordinance No. 159-16</i> amended the San Francisco Administrative Code to require City departments and contractors that provide health care and social services to seek to collect and analyze data concerning the sexual orientation and gender identity of the clients they serve (<i>SF Admin. Code, Chapter 104, Sections 104.1 through 104.9</i>).
Sugary Beverage	"Sugar-Sweetened Beverage" as defined in San Francisco Administrative Code, Chapter 101, Section 101 <i>et seq</i>

III. Priority Population

This program is designed to serve all ethnicities and populations, with focused expertise to address the unique needs food insecure individuals including, but not limited to, the following groups:

1. Low-income;
2. Limited English proficiency;
3. Limited cooking or food storage capacity in home; and,
4. Technological or transportation barriers to food access.

IV. Description of Services

Grantee shall provide the following services during the term of this grant:

Grantee shall coordinate a “self-select” pantry at 1050 South Van Ness Avenue in San Francisco, at a location to be agreed upon with SFHSA, where clients can select the items they desire for their grocery unit. The “self-select” pantry must occur at times that are convenient for recipients. Each grocery unit must include, at minimum, a variety of fresh fruits and vegetables, protein, and grains. Grantee must also partner with community-based organizations serving underserved, low-income individuals to distribute grocery units through these organizations. The choice of community-based organization distribution partners shall be within Grantee’s discretion in consultation with SFHSA.

Throughout the grant term, Grantee shall actively seek and incorporate participant feedback into the grocery distribution program to ensure that distributed items meet participants’ food preferences and are of high quality. Foods distributed by Grantee shall reflect the food preferences of community members receiving food support whenever possible. Grantee shall work with SFHSA to ensure that all participants are provided a dignified experience throughout the program, including but not limited to a participant’s experience enrolling in the program, picking up groceries, and providing feedback.

Grantee must have the equipment and infrastructure to receive pallets of purchased and donated food and safely store both shelf-stable and perishable food products, both to coordinate the in-person distribution at the main distribution location and for pick-up by or delivery to community-based organization distribution partners. Grantee will be responsible for procuring all food and packaging, and will oversee all aspects of grocery unit preparation and distribution while following all applicable local, state, and federal food safety requirements, including the standards described in the most recent California Retail Food Code (CRFC). Grantee will have quality control policy and procedures in place to ensure that food items distributed are of high quality and fall within code extension dates.

Grantee will ensure adequate and culturally competent staffing (paid and/or volunteer) to administer the program and deliver quality services to meet the needs of the program participants. Grantee shall ensure paid and/or volunteer staff present for in-person distribution can speak the following languages: Cantonese, English, and Spanish.

Grantee shall also refer participants to other social services Community-based organization distribution partners should consist of organizations who serve low-income, underserved populations, and have earned the trust of the people they serve. These community-based organization distribution partners may include, but are not limited to, social service providing organizations, faith-based organizations, community pantry sites, mutual aid networks, school/childcare programs, after-school programs, or healthcare providers. Grantee will have on file a current memorandum of understanding with all partnering community-based organizations receiving and distributing service units.

V. Location and Time of Services

Distribution will occur at 1050 South Van Ness Avenue or at a main distribution location agreed upon between Grantee and SFHSA, and at satellite sites run by partnering community-based organizations. Grantee to determine time of services based on convenience for clients.

VI. Service Objectives

Between August 1, 2022, and June 30, 2023, Grantee will meet the following service objectives:

- A. Number of grocery units provided at the main distribution location per month: 5,100 at minimum
- B. Number of unique households receiving grocery units in-person at the main distribution location: 1,250 at minimum
- C. Number of grocery units distributed through community-based organization distribution partners per month: 850 at minimum
- D. Number of unique households receiving grocery units through community-based organization distribution partners per month: 200 at minimum

Between July 1, 2023, and June 30, 2024, Grantee will meet the following service objectives:

- A. Number of grocery units provided at the main distribution location per month: 1,200 at minimum
- B. Number of unique households receiving grocery units in-person at the main distribution location: 300 at minimum
- C. Number of grocery units distributed through community-based organization distribution partners per month: 600 at minimum
- D. Number of unique households receiving grocery units through community-based organization distribution partners per month: 150 at minimum

Between July 1, 2024 and June 30, 2025, Grantee will meet the following service objectives:

- A. Number of grocery units provided at the main distribution location per week: 300 at minimum
- B. Number of unique households receiving grocery units in-person at the main distribution location per week: 300 at minimum

- C. Number of grocery units distributed through community-based organization distribution partners per week: 150 at minimum
- D. Number of unique households receiving grocery units through community-based organization distribution partners per week: 150 at minimum

SFHSA reserves the right to alter the service objectives by notifying Grantee in writing during the grant term.

VII. Outcome Objectives

Grantee will conduct surveys approved by SFHSA at the end of each fiscal year and at the end of the grant term to measure whether they have met the following outcome objectives:

- A. At least 85% of participants surveyed were satisfied with the available food choices.
- B. At least 90% of participants surveyed were satisfied with the quality of the food provided.
- C. At least 95% of participants surveyed expressed that they felt welcomed and respected when accessing services.
- D. At least 85% of the participants surveyed reported that the food they received was culturally relevant.

SFHSA reserves the right to alter the outcome objectives by notifying Grantee in writing during the grant term.

VIII. Fiscal Guidelines

- A. No funds from this grant shall pay for the delivery of service units to clients nor staff/volunteer time in delivering service units to clients. Funds from this grant may pay for service units where the delivery to clients or staff/volunteer time in delivering to clients is paid for by other funding sources.
- B. No Sugar-Sweetened Beverages, Bottled Water, or gift cards may be purchased through this grant.
- C. Grantee shall be reimbursed up to a maximum of \$50 per Service Unit.

IX. Data Collection & Reporting Requirements

Grantee must work with assigned Program Manager to develop a plan for implementing the below data collection and reporting requirements.

A. Invoicing/Reporting Training

At the beginning of the grant term, Grantee must designate staff to invoice and submit reports through the SFHSA CARBON system and input program and data reporting into the client registration database during the duration of the grant term. These staff will receive training on the CARBON system and/or client registration database from City staff after the start of the grant term.

B. Client Registration Database

Grantee is required to record client data and meal redemption in the CFAT client registration database. Grantee shall distribute and receive signed Client Database

Consent Forms from each household prior to recording meal redemption for that household. Grantee may provide clients with a SFHSA registration card for ease of check-in and recording attendance. Grantee's assigned CFAT Program Analyst shall provide the registration cards and copies of the Client Database Consent Forms.

Grantee shall be required to collect at minimum the following client data and enter this data into the client registration database:

1. First name
2. Last name
3. Address
4. Zip code
5. Household size
6. Phone number
7. Date of birth
8. Race/ethnicity
9. Primary language
10. Sexual Orientation and gender identity
11. Dietary restrictions
12. CalFresh Receipt

C. Monthly Menu Reports

Grantee shall on a monthly basis submit a report to the assigned Program Analyst of the items distributed at each week's distribution.

D. Monthly invoices

All invoices are due by the 15th of the month following service. These will be submitted in CARBON.

E. Food Security Survey:

Grantee will be required to conduct the Food Security Survey with clients at the end of the grant term. All survey questions will be provided by your Program Manager. The surveys will be provided in Chinese, English, and Spanish. Contact your Program Manager if you need support getting the surveys translated into additional languages. The Grantee will be required to submit aggregate results from these surveys to the City once they are complete, but no later than July 15 each year.

F. Annual Report:

Grantee will provide an annual report summarizing grant activities, referencing the tasks as described in Section VI & VII- Service and Outcome Objectives. This report will also include accomplishments and challenges encountered by the Grantee. Grantee will enter the annual metrics in CARBON by the 15th of the month following the end of the grant term.

G. Fiscal Closeout Report:

SFHSA may request that Grantee issue a Fiscal Closeout Report at the end of the fiscal year. The report is due to SFHSA no later than July 15, 2023. This report must be submitted to the CARBON system.

H. Ad Hoc Reports:

Grantee shall develop and deliver ad hoc reports as requested by SFHSA.

I. Data Security:

Grantee program staff will complete a data security awareness training on an annual basis; Grantee will maintain evidence of staff completion of this training.

J. Confidentiality & Privacy:

Grantee shall be compliant with laws related to confidentiality and privacy, including the Health Insurance Portability and Accountability Act of 1996 (HIPAA) privacy and security rules, to the extent applicable.

K. Grievance Policy:

Grantee will develop a grievance policy with approval from SFHSA within the first 30 days of the grant term. The grievance policy must be translated into languages spoken by program clients.

For assistance with reporting requirements or submission of reports, contact:

Jennifer Grant

jennifer.grant@sfgov.org

Contract Manager, Office of Contract Management, SFHSA

or

Tommy McClain

Thomas.mcclain@sfgov.org

Program Manager, Food Coordination Group, SFHSA

X. Monitoring Activities

A. Program Monitoring:

Program monitoring will include review of:

- Compliance with any City or State-mandated food regulations (i.e., adherence to the City's Sugary Beverage Prohibition, adherence to the California Retail Food Code);
- Food procurement policies and planning;
- Participant files if applicable;
- Staff development and training activities (i.e. monthly trainings attended by staff);
- Program policies and procedures (i.e. house rules, ADA, denial of service, grievance procedures);
- Customer satisfaction materials (i.e. client satisfaction surveys);

- Programmatic and physical accessibility/cultural competence (i.e. facility/materials available to person with disabilities, written material in Spanish and Cantonese);
- Outreach procedure/materials (i.e. written policy how clients will be outreached, flyers, newsletters, and other outreach material); and,
- Client tracking system (i.e. system for tracking client data and group activities).

Program monitoring will also include assessment of services and progress towards both the Service and Outcome Objectives, back-up documentation for reporting progress towards meeting both service and outcome objectives, and discussion of any expected changes in ability to meet those objectives.

B. Fiscal Compliance and Contract Monitoring: Fiscal compliance and contract monitoring will include review of Grantee's organizational budget, the general ledger, quarterly balance sheet, cost allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal policy manual, supporting documentation for selected invoices, cash receipts and disbursement journals. The compliance monitoring will include review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subcontracts, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

X. Data Privacy Stipulations

A. Criminal Justice, Immigration Status and Federal Tax Information

The Human Services Agency does not share Criminal Justice Information (CJI); Immigration Status information as governed by The San Francisco City and County of Refuge Ordinance (San Francisco Administrative Code, Chapters 12H and 12I) also known as the Sanctuary Ordinance; and Federal Tax Information (FTI) under this grant.

B. Data Security and Storage

The Human Services Agency has protocols in place to protect confidential Information, as defined by:

- i. any information that is personally identifiable information, or any information about an individual, including information that can be used to distinguish or trace an individual's identity, such as name, social security number, date and place of birth, mother's maiden name, or biometric records; and any other information that is linked or linkable to an individual, such as medical, educational, financial, and employment information (collectively, "PII"); or
- ii. information Data Provider(s) disclose, in writing, orally, or visually, to Data User(s), or to which Data User(s) obtain access to in connection with the negotiation and performance of the grant, and which relates to any individuals or entities that have made confidential or proprietary

information available to Grantee marked or otherwise identified as proprietary and/or confidential, or that, given the nature of the information, ought reasonably to be treated as proprietary and/or confidential.

Grantee and HSA shall maintain all data furnished pursuant to this grant in a space secure from unauthorized access. Data shall be stored and processed in a way that unauthorized persons cannot retrieve nor alter the information by means of a computer, remote terminal, or other means. Both Grantee and HSA will be diligent in ensuring that the systems and technologies they use comply with government regulations and statutes, as they may be amended from time to time.

C. Use of Data

The Human Services Agency will use Grantee data to analyze program impact and ensure the funds are reaching the intended priority population. In addition, the data may be used to understand client use of food resources across different programs.

**HUMAN SERVICES AGENCY BUDGET SUMMARY
BY PROGRAM**

Agency Name: Mission Action					Grant Term:	8/1/22-6/30/25
(Check One) New <input type="checkbox"/> Modification <input type="checkbox"/> <input checked="" type="checkbox"/>						
If modification, Effective Date:		7/1/2024	Modification No.:		3	
Program Name: Little Market						
	FY 22/23	FY 23/24	Original FY 24/25	Modification FY 24-25	Revised FY 24-25	Total
Expenditures	8/1/22-6/30/23	7/1/23-6/30/24	7/1/24-6/30/25	7/1/24-6/30/25	7/1/24-6/30/25	8/1/22-6/30/25
Salaries & Benefits	\$ 383,575	\$ 249,504	\$ 210,957	\$ 160,922	\$ 371,880	\$ 1,004,959
Operating Expenses	\$ 3,203,381	\$ 1,166,507	\$ 600,999	\$ 518,508	\$ 1,119,507	\$ 5,489,395
Subtotal	\$ 3,586,956	\$ 1,416,011	\$ 811,956	\$ 679,430	\$ 1,491,386	\$ 6,494,354
Indirect Percentage (%)	15%	15%	15%	15%	15%	
Indirect Costs (Line 15 X Line 14)	\$ 538,044	\$ 212,402	\$ 121,793	\$ 101,914	\$ 223,708	\$ 974,154
Capital Expenses						
Total Expenses	\$ 4,125,000	\$ 1,628,413	\$ 933,750	\$ 781,344	\$ 1,715,094	\$ 7,468,507
HSA Revenues						
General Fund	\$ 4,125,000	\$ 1,500,000	\$ 900,000	\$ -	\$ 900,000	\$ 6,525,000
FY 23-24 OTO		\$ 57,500				\$ 57,500
FY 23-24 CODB		\$ 56,250	\$ 33,750	\$ -	\$ 33,750	\$ 90,000
FY 23-24 Holidays		\$ 14,663				\$ 14,663
FY 24-25 CODB				\$ 23,344	\$ 23,344	\$ 23,344
One-Time-Only				\$ 608,000	\$ 608,000	\$ 608,000
Addback				\$ 150,000	\$ 150,000	\$ 150,000
Total HSA Revenues	\$ 4,125,000	\$ 1,628,413	\$ 933,750	\$ 781,344	\$ 1,715,094	\$ 7,468,507
Other Program Revenues						
Total Other Program Revenues						
Prepared by: Maribel Gonzalez Ruiz					Date: 10/25/24	
<i>HSA Budget Form (6/9/2022)</i>						

Agency Name: Mission Action		Appendix B-3, Page 2								
Program Name: Little Market		Salaries & Benefits Detail								
POSITION TITLE	Agency Totals		HSA Program		8/1/22-6/30/23	7/1/23-6/30/24	7/1/24-6/30/25	7/1/24-6/30/25	7/1/24-6/30/25	8/1/22-6/30/25
	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	FY 22/23	FY 23/24	Original FY 24/25	Modification FY 24-25	Revised FY 24-25	Total
Director of Community Services (Prog Dir)	\$ 117,500	1.00	40%	0.30	\$ 87,083	\$ 84,656	\$ 27,500	\$ 11,500	\$ 39,000	\$ 210,739
Site Director	\$ 83,200	0.80	100%	0.80	\$ 61,013					\$ 61,013
Volunteer Coordinator	\$ 58,240	0.50	100%	0.50	\$ 40,000					\$ 40,000
Registration & Data Entry Coord (formerly Registration Ambassador)	\$ 58,240	0.50	100%	0.68	\$ 12,133	\$ 21,620	\$ 29,120	\$ 10,654	\$ 39,774	\$ 73,527
Inventory & Quality Control Manager	\$ 63,440	0.50	100%	0.50	\$ 27,777					\$ 27,777
Delivery Driver	\$ 45,760	0.65	100%	0.65	\$ 12,393					\$ 12,393
Food Justice Specialists (5)	\$ 45,760	1.00	100%	0.44	\$ 58,000	\$ 67,228	\$ 27,456	\$ 53,882	\$ 81,338	\$ 206,566
Dir of Community Engagement Programs	\$ 130,000	1.00	10%	0.10		\$ 2,917				\$ 2,917
Janitor	\$ 47,840	1.00	100%	0.75		\$ 11,960	\$ 11,960	\$ 23,920	\$ 35,880	\$ 47,840
Maintenance	\$ 52,000	4.00	1%	0.04		\$ 2,080				\$ 2,080
Program Coordinator	\$ 65,000	1.00	100%	0.28			\$ 65,000	\$ (46,654)	\$ 18,346	\$ 18,346
Lead Food Justice Navigator	\$ 52,000	1.00	44%	0.43				\$ 22,620	\$ 22,620	\$ 22,620
Program Manager	\$ 72,000	1.00	44%	0.44				\$ 31,320	\$ 31,320	\$ 31,320
Program Assistant	\$ 52,000	1.00	30%	0.30				\$ 15,600	\$ 15,600	\$ 15,600
TOTALS	\$ 1,005,380	15.95		6.22	\$ 298,399	\$ 190,461	\$ 161,036	\$ 122,842	\$ 283,878	\$ 772,738
FRINGE BENEFIT RATE	31%									
EMPLOYEE FRINGE BENEFITS					\$ 85,176	\$ 59,043	\$ 49,921	\$ 38,081	\$ 88,002	\$ 232,221
TOTAL SALARIES & BENEFITS					\$ 383,575	\$ 249,504	\$ 210,957	\$ 160,922	\$ 371,880	\$ 1,004,959

Agency Name: Mission Action
Program Name: Little Market

Operating Expenses Detail

Expenditure Category	FY 22/23	FY 23/24	Original	Modification	Revised	Total
	8/1/22-6/30/23	7/1/23-6/30/24	FY 24/25	FY 24-25	FY 24-25	8/1/22-6/30/25
Rental of Property	\$ 4,000	\$ 12,000	\$ 15,600	\$ 21,975	\$ 37,575	\$ 53,575
Utilities(Elec, Water, Gas, Phone, Garbage)	\$ 22,000	\$ 1,040	\$ 610	\$ 27	\$ 637	\$ 23,677
Office Supplies, Postage	\$ 6,991	\$ 3,000	\$ 339	\$ 1,161	\$ 1,500	\$ 11,491
Building/Equipment Maintenance and Repair	\$ 10,500	\$ 1,000	\$ 500	\$ (500)		\$ 11,500
Printing and Reproduction		\$ 500	\$ 500	\$ 625	\$ 1,125	\$ 1,625
Insurance	\$ 7,900	\$ 3,500	\$ 2,500	\$ 12,500	\$ 15,000	\$ 26,400
Staff Training		\$ 1,800	\$ 1,800		\$ 1,800	\$ 3,600
Staff Travel-(Local & Out of Town)	\$ 3,200	\$ 300	\$ 150		\$ 150	\$ 3,650
CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE						
Stipends	\$ 15,000	\$ 15,000	\$ 15,000	\$ (15,000)		\$ 30,000
IT	\$ 200	\$ 50				\$ 250
Transportation and Garbage	\$ 44,000	\$ 33,600	\$ 21,000	\$ 15,000	\$ 36,000	\$ 113,600
OTHER						
Food/Grocery Items	\$ 2,989,510	\$ 1,029,717	\$ 500,000	\$ 411,232	\$ 911,232	\$ 4,930,459
Volunteer Activities & Supplies	\$ 44,580	\$ 35,000	\$ 25,000	\$ 17,188	\$ 42,188	\$ 121,768
Program Supplies	\$ 55,500	\$ 30,000	\$ 18,000	\$ 46,800	\$ 64,800	\$ 150,300
Equipment				\$ 7,500	\$ 7,500	\$ 7,500
TOTAL OPERATING EXPENSE	\$ 3,203,381	\$ 1,166,507	\$ 600,999	\$ 518,508	\$ 1,119,507	\$ 5,489,395