Citizen Ingenuity and Impact Assessment

September 7, 2016

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'Making a Visible Difference in Communities'

- Equitable Development Webinar Series
  - March 11, 2016
  - September 7, 2016
  - December 16, 2016

Citizen Ingenuity and Impact Assessment
Webinar Learning Objectives

Share how citizens are taking the initiative to conduct impact assessments as a means to inform community planning and optimize outcomes that are more desirable.

- Encourage thoughtful discussion about impact that could easily be overlooked.

- Ensure critical issues are fully described and analyzed while leveraging local knowledge.

- Improve transparency for the benefit of making a visible difference in communities.

Citizen Ingenuity and Impact Assessment
Presenters

- Chancee Martorell, Executive Director
  Thai Community Development Center

- Traceé Strum-Gilliam, AICP,
  Director of Mid-Atlantic Client Solutions
  PRR

- Michael Allen, Community Partnership Specialist
  National Park Service

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The Landmark Thai Community Needs Assessment in Los Angeles as an Example of Community-Based Participatory Research

By Chanchanit Martorell

Executive Director

Thai Community Development Center

Citizen Ingenuity and Impact Assessment

EPA Equitable Development Webinar Series

September 7, 2016

THE SPARK

1992 Los Angeles Civil Unrest

- Manifestation of History of Social and Economic Inequities in Poor Minority Communities
- "Brazilification" of Los Angeles and Polarization between "Haves" and "Have Not's"
- Police Brutality Compounds the History of Neglect and Disinvestment
- LA Rebuilding Funding and Resources
- Continuing Invisibility Factor of the Thai Community

THE NEED

○ Identification and Documentation of:
1. Community Demographics
2. Welfare and Human Service Needs
3. Social and Economic Characteristics

○ Advocacy Tool

○ Raising Community Visibility

Survey Results of 1992

- Over 600 surveys were collected
- Results from the surveys reflected an overwhelming support for a Thai Town and for Thai Town to be more than just a commercial center
- The majority believes that Thai Town should be located in the eastern section of Hollywood, California
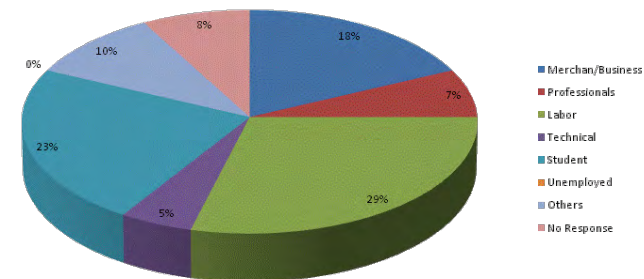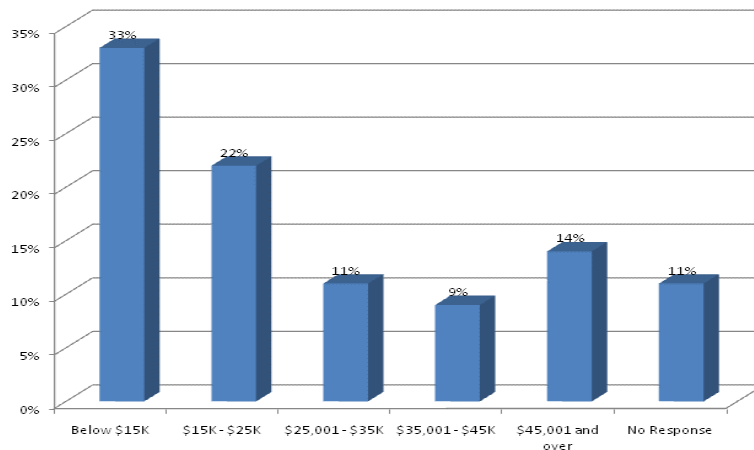
THAI TOWN AS A COMMUNITY ECONOMIC DEVELOPMENT STRATEGY

- It would provide an opportunity for people to take charge of the development process more fully

- Local residents bear the burden of what happens in their community so theirs should be the prevailing voice in the decisions about any plans to be implemented as a matter of simple justice

- Education through focus group meetings and charrettes could serve as the mechanism through which empowerment is fostered

Thai Town as a Community Economic Development Strategy

- Overall, the goal of Thai Town is to improve the financial well-being of economically disadvantaged people through fostering economic independence and self-reliance

- Thai Town emphasizes *exchange* and *equity*, focusing on the community's current skills, abilities and resources

- Thai Town can improve the area's economic and social strength

- Thai Town can develop resources that will *nourish* households and neighborhoods by encouraging for example neighborhood banking and local purchases so that dollars are being circulated in the community

- Entrepreneurship plays a crucial role in the sustenance and vitality of Thai Town

THE MOBILIZATION

- Thai CDC convened several meetings in the Thai community in 1998 to recruit individuals for the Thai Town Formation Committee which would serve as the representative community body of the Thai Town Designation Campaign

THE IMPACT

- Set the stage to launch Designation of Thai Town Campaign in 1992
- Findings established the Core Mission of Thai CDC in 1994 and informed its program design
- Preserved the Thai community's cultural integrity
- Enhanced an ethnically diverse area
- Put demands on the greater polity and local institutions
- Encouraged Thais to interact with the greater community
- Asked for concessions not as Thais in Thailand but as Thai Americans residing in LA
- Advanced social and material goals requiring participation and interest from the rest of the Thai community as a united entity
- Act of assertion of one's community consciousness
- Declared that the Thai community exists in LA, occupies a space, defining itself as a community associated with a place in history
- Engaged Thais in a community building process
- Counted Thais as more than just another part of the "rich tapestry" but a united entity that can come to a consensus

WHAT IS COMMUNITY-BASED PARTICIPATORY RESEARCH

- "Street Science"

- Democratizing the collection and use of data and in the process increasing active citizenship and local leadership

Source: "Enhancing Data Quality, Relevance, and Use Through Community-Based Participatory Research" by Meredith Minkler, University of California, Berkeley, <u>What Counts: Harnessing Data for America's Communities</u> edited by Federal Reserve Bank of San Francisco and the Urban Institute

Why Community-Based Participatory Research

- Research conducted "with" rather than "on" communities
- Engages the community
- Sophisticated insider knowledge and understanding of community
- Respect community wisdom
- "Relevance, Rigor and Reach" of findings
- Culturally sensitive orientation of research especially in low-income communities of color
- Allow researchers to ask right questions
- Enhance data quality, relevance, and use
- Help identify and use new channels for data dissemination for "end users" of data
- Help build individual and community capacities, leaving behind a community more able to study and address other issues of local concern.
- Increases critical thinking, individual and collective problem-solving abilities, and civic engagement.

Limitations of Traditional Research

- Outside expert driven

- Long standing distrust of outside researchers doing "parachute research" – dropping in, collecting data, disappearing, and leaving nothing behind

Core Principles of CBPR

- Systematic investigation with collaboration of those affected by the issue being studied
- For the purpose of education, taking action, and effecting change
- Recognize community as unit of identity
- Emphasize community strengths
- Ensure research topic is important to the community
- Engage community members throughout research process
- Facilitate community capacity building and systems change
- Balance research and action
- Explicitly include attention to gender, race, class, and culture
- "Cultural Humility" help recognize and address the privilege and unintentional biases of researchers
- Demonstrate openness to learning about other cultures while examining own biases
- Address power dynamics
- Commit to authentic partnership

METHODOLOGY

- Recruitment and training of members from the community

- Continuing community engagement throughout process of data collection, data interpretation, and data-based action for change

Reason: community know local health/social conditions and can determine methods most acceptable and useful (i.e. individual interviews, focus groups, secondary data analysis, or other data collection methods)

PROS AND CONS OF COMMUNITY ENGAGEMENT

Community Engagement

- Detailed data instrument
- Improved design and implementation of data-driven interventions
- Higher participation rate
- Useful findings translatable into changes in programs, practices, and policies that benefit the community
- Culturally acceptable data collection tools
- Can learn from community partners
- Successful and effective data gathering
- Legitimize the role of researchers
- Ensure data used to effect positive community and social changes

Non-Community Engagement

- Lower participation rates
- Data of questionable value
- Reinforce lack of cultural and social familiarity of outside researchers
- Reflect little knowledge of local customs and beliefs.
- Data-driven interventions doomed to fail and at substantial cost
- Reinforce community distrust of outside researchers

GROUND-TRUTHING

- Community can check validity of existing government or other data sets.

- Improves quality and utility of data sets.

- Walk through neighborhoods with existing data sets.

- Use community's observations "on the ground."

CHALLENGES OF CBPR

- Messy
- Time consuming
- Fraught with challenges
- Labor intensive
- Challenge of partnering with marginalized groups often with low educational levels, limited command of the dominant language, and severe time and income constraints
- Inaccessibility of community members due to long work hours, lack of child care, serving as primary caregiver
- Translation costs
- Time and cost of extra training due to varying education level, social class, racial/ethnic background
- IRB processes and criteria not aligned with principles and processes of community-engaged research
- PI assuming overall responsibility for decision-making antithetical to CBPR which is based on shared power and equitable participation of all partners
- IRBs not comfortable with extensive ongoing community involvement
- Call to action goes well beyond funded project period

Example: Thai CDC needs assessment survey was conducted in the Summer of 1992 but Thai CDC was not formed until Spring of 1994 and Thai Town was not designated until Fall of 1999.

EXAMPLE OF THAI CDC CBPR

- Thai CDC is community-based
- Recruited and trained members from the community
- Trained community members in survey methods and instruments and data entry
- Met with community to present findings
- Organized a campaign
- Recruited community members to sit on a spearheading committee
- The Thai Town Formation Committee was formed comprising of different sectors of the Thai community (business, arts, media, labor, and professionals) and Thai CDC trained them in the participatory democratic process and civic engagement
- Also trained committee in conducting meetings, consensus building, and communications and leadership skills
- They canvassed East Hollywood and collected signatures from mostly non-Thais and got postcards and letters of support from the broader community sent to Councilwoman Jackie Goldberg

Thai CDC's CBPR as an Advocacy Tool

- Educated policymakers and funders of existing growing unmet needs

- Helped "get the word out" to relevant organizations, policymakers, and funders

- Helped jump start data-driven community organizing and advocacy to effect change resulting in the founding of Thai CDC and the designation of Thai Town

VICTORY

- After recognizing broad based support for Thai Town, Councilwoman Jackie Goldberg introduced a motion in the Los Angeles City Council on October 27, 1999 and Thai Town was designated by a unanimous vote of the council making it the first official municipal designation in the world.

- A ribbon cutting ceremony to unveil the Thai Town signs was held in January 2000. In attendance were members from various communities, local, state and federal representatives along with representatives of the Thai government.

MEASURING THE SUCCESS OF THAI TOWN

The success of Thai Town should be measured on how well it contributes to the overall development process and how well it satisfies the basic rights for decent jobs, economic security, and decent and affordable housing.

Outcomes of Thai Town designation: Leveraged more research

Thai CDC published/commissioned/completed the following landmark studies and research on Thai Town:

1. The Thai Town Atlas and Community Analysis by Ernesto J. Vigoreaux of the UCLA Department of Urban Planning for Thai CDC, 2000

2. A Land Use Assessment of Thai Town by Jennifer S. Wang and Donna Pang of the UCLA Department of Urban Planning for Thai CDC, 2001

3. Thai Town Area Agency Report by Ernesto J. Vigoreaux, funded by The California Endowment for Thai CDC, 2001

4. Surveying East Hollywood: A Profile and Needs Assessment of the Business Community by Shea Cunningham and Thai CDC, funded by Washington Mutual Bank and Office of Councilman Eric Garcetti, 2002

LEVERAGED MORE RESEARCH

More studies completed in conjunction with Thai CDC:

5. Public Markets as Sites for Immigrant Entrepreneurship in East Hollywood by Matthew Lum, UCLA Department of Urban Planning for Thai CDC, 2007

6. Marketplace of Purpose: A Feasibility Analysis of Thai Town's First Public Market by Alexander R. Holsheimer, UCLA Department of Urban Planning for Thai CDC, 2009

OUTCOMES OF THAI TOWN DESIGNATION: IMPROVED INFRASTRUCTURE & AMENITIES

Successfully secured a $1.3 million *East Hollywood Streetscape Project* from the Community Redevelopment Agency of LA.

Hobart View From Car

Before

After

Project Sites

IMPROVED INFRASTRUCTURE AND AMENITIES

Successfully negotiated community benefits from the ***East Hollywood Redevelopment Plan*** by the Community Redevelopment Agency of LA that included *historic preservation*, *affordable housing*, *small business preservation*, *open space*, *pocket parks*, *landscaping, and parking*.

OUTCOMES OF THAI TOWN DESIGNATION:
IMPROVED SERVICES

Organized and held *Live, Work and Play in East Hollywood Consumer Resource and Health Fair* annually in Thai Town since 2000

OUTCOMES OF THAI TOWN DESIGNATION:
PROMOTE NEIGHBORHOOD PRIDE/MULTI-CULTURAL EXCHANGE AND CULTURAL TOURISM

Founded the *Thai Town Festival* in 2001 which has evolved into the annual *Thai New Year's Day Songkran Festival/International Curry Festival* and *5K Run/Walk* making Thai Town a cultural destination and increasing tourism and visitation into the area. The festival now attracts 100,000 visitors.

OUTCOMES OF THAI TOWN DESIGNATION: PROMOTE BEAUTIFICATION

Installed the *Thai Town Angel Apsonsi Gateway* in 2006 as markers to welcome visitors at the western entrance of Thai Town. Installation of the eastern entrance gateway was completed in 2012.

PROMOTE BEAUTIFICATION

- Installed a pair of decorative *Thai Kinnara* pedestrian street lamp posts in 2013

OUTCOMES OF THAI TOWN DESIGNATION:
PROMOTE CIVIC ENGAGEMENT

Co-founded the *Thai Town Rotary Club* in 2007

OUTCOMES OF THAI TOWN DESIGNATION:
PROMOTE UNITY AMONG DIVERSE ETHNIC GROUPS

Obtained the designation of Thai Town as a ***Preserve America Neighborhood*** by the White House in 2008 placing Thai Town on the map nationally.

CREATE ECONOMIC OPPORTUNITIES

THAI TOWN MARKETPLACE

COMMUNITY IMPACT ASSESSMENT AND ENVIRONMENTAL JUSTICE: A PRACTITIONER'S PERSPECTIVE

Presented by: Tracee Strum-Gilliam, AICP
Citizen Ingenuity and Impact Assessment
APA Planning Series Webinar
September 7, 2016

Community Impact Assessment

- CIA May be conducted outside of NEPA
- Related Assessments Include EJ Profile Development and Impact Analysis
- Community Impact Assessment Areas
  - Social Impacts
  - Economic Impacts
  - Land Use and Growth
  - Public Service Impacts

What is Environmental Justice?

Environmental Justice is "the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. Fair treatment means that no group of people, including racial, ethnic, or socio-economic groups, should bear a disproportionate share of the negative environmental consequences resulting from industrial, municipal, and commercial operations or the execution of federal, state, local, and tribal programs and *policies*." (USEPA)

Source: Final Guidance for Incorporating Environmental Justice Concerns in EPA's NEPA Compliance Analyses (EPA, 1998a)

Executive Order 12898

Issued by President Clinton on February 11, 1994 – *Federal Actions to Address Environmental Justice in Minority and Low-Income Populations (EO 12898) directs federal agencies to:*

"Promote nondiscrimination in Federal programs substantially affecting human health and the environment, and provide minority and low-income communities access to public information on, and an opportunity for public participation in, matters relating to human health or the environment."

Agencies use existing law to ensure that when they act:

☐ They do not discriminate on the basis of race, color, or national origin

☐ They identify and address disproportionately high and adverse human health or environmental effects of their actions on minority and low-income communities

☐ ***They provide opportunities for community input in the National Environmental Policy Act (NEPA) process (potential effects and mitigation)***

EJ and Projects/Policies

The fundamental principles of environmental justice in the context of infrastructure projects are defined as:

- Avoiding, minimizing, or mitigating disproportionately high and adverse human health and environmental effects, **including social and economic effects, on minority populations and low-income populations**;

- **Ensuring full and fair participation by all potentially affected communities in the decision-making process**; and

- Preventing the denial of, reduction in or significant delay in the receipt of benefits by minority and low-income populations.

Guidance Documents

- FHWA Community Impact Assessment (Purple Books)

- USDOT Updated Environmental Justice Order 5610.2(a) May 2012 "*Actions to Address Environmental Justice in Minority Populations and Low-Income Populations*"

- FTA Title VI Circular 4702.1B and EJ Circular 4703.1

- EPA's *Plan EJ 2014* and its supplement *Advancing Environmental Justice Through Title VI of the Civil Rights Act*

Environmental Justice Analysis

- Is typically conducted under NEPA Process
- Related Assessments Include Demographic Profile and portions of Impact Analysis
- Environmental Justice Analysis Areas
  - Social Impacts
  - Economic Impacts
  - Land Use and Growth
  - Public Service Impacts (Neighborhood and Community Facilities)
  - Environmental Impacts
  - Benefits and Burdens

The Ties that Bind:
Public Outreach and Engagement

- Learn about community concerns and needs;
- Identify the project location and other concerns;
- Identify advocates and resources;
- Build coalitions with communities and groups;
- Capture diverse opinions and views; and
- Illustrate deep commitment transparency.

Citizen Engagement and Awareness

- Informs project decision making
- Improves understanding
- Develops long-term partnering
- Encourages thoughtful conversation

Project Background

- The Baltimore Red Line (BRL) Corridor - highest priority corridor within Baltimore Region for potential transit improvements.

- Identified and prioritized in 2002 *Baltimore Region Rail System Plan*.
  - 6 lines
  - Access to jobs, education, shopping, recreation, and medical care.
- Purpose and Need:

  Improve transit mobility, help relieve congestion, and support economic development

Baltimore Red Line

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Alignment

Baltimore Red Line

May 2013
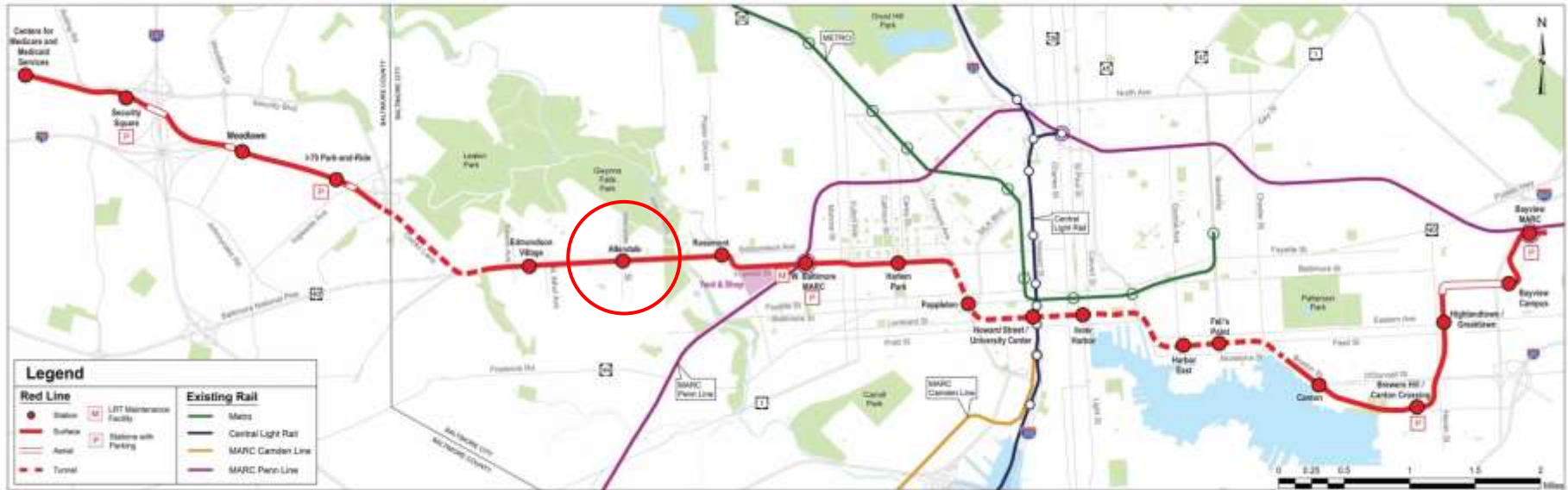
The Red Line Corridor Transit Study Engaged Minority & Low-Income Neighborhoods

- Impacted Several Minority and Low-income Neighborhoods
- NEPA Analysis:
  - Blended CIA and EJ Analysis
- Community Awareness and Advocacy:
  - Community Compact
  - Community Liaisons and Advisory Committees
- Neighborhood needs assessment and station planning

Community Compact

- Jobs
  - Workforce Development Strategy/Internship
  - DBE Outreach
- Environment
  - Sustainability goals incorporated in design criteria
  - LEED Silver facilities
  - Green track
  - Pedestrian and bike access
- Station Area Planning
  - Station Area Advisory Committees
  - Community Liaisons
- Manage Impacts
  - Alignment refinements
  - Pre-construction piloting of communications strategies

Red Line Community Compact

Defining the Success of Baltimore's
Red Line Transit Project

Signed September 12, 2008

Station Area Advisory Committees

- Commitment under Community Compact
- 17 committees covering 20 stations
- More than 250 members; self-nominated and selected by City/MTA panel
- Scope of work
  - Station area vision
  - Platform locations
  - Priorities for station access routes
  - Urban design
  - Sustainability features
  - Public art

New Links BALTIMORE

BALTIMORE RED LINE
Red Line Stations Taking Communities To New Places

Results

- Detailed and inclusive analysis
- SAACs process is informing planning process at the community level
- Built and healed relationships
- Better planning for Better Communities

GULLAH GEECHEE
CULTURAL HERITAGE CORRIDOR
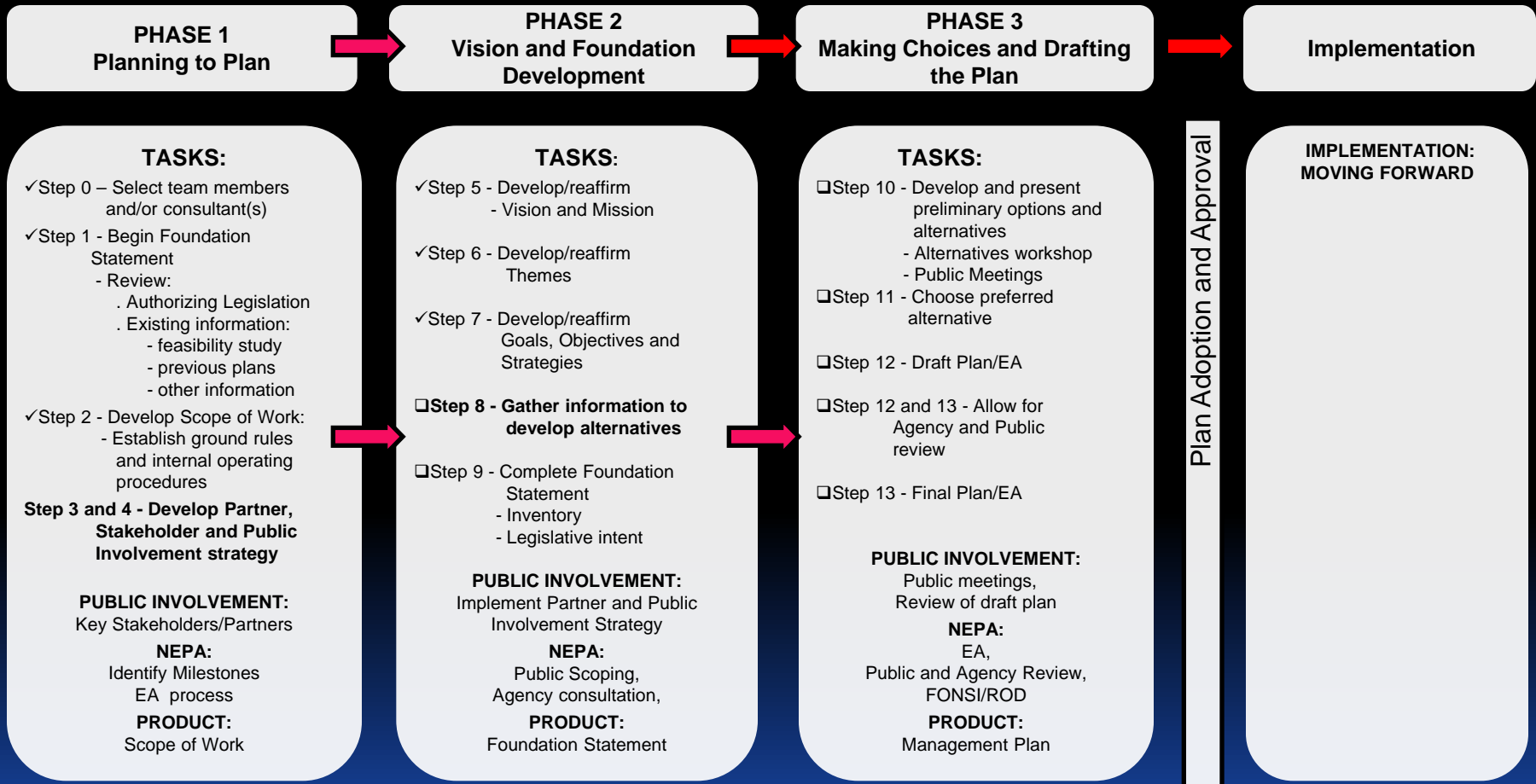MANAGEMENT PLAN

40 National Heritage Areas (plus 9!)
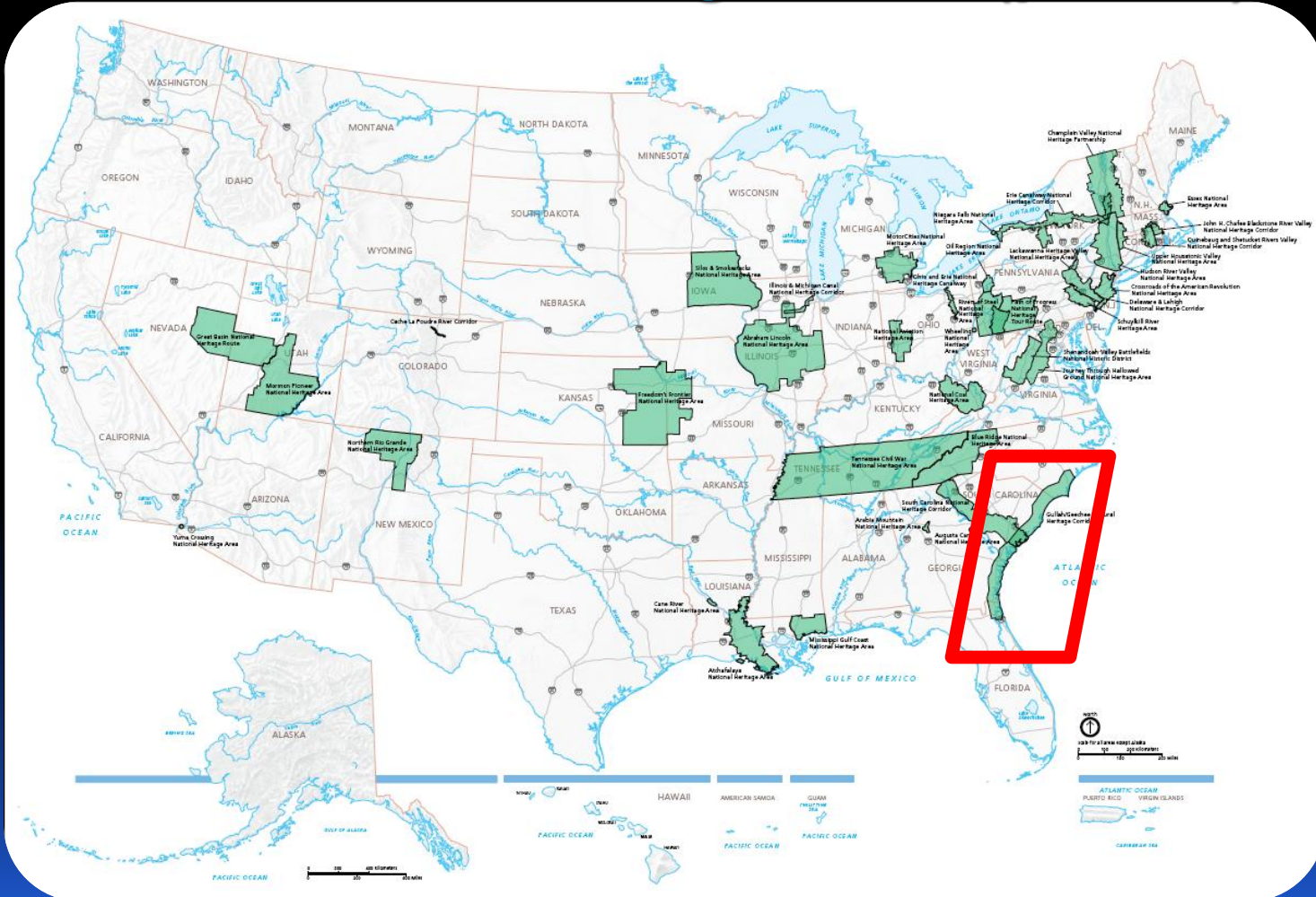
GULLAH/GEECHEE CULTURAL HERITAGE CORRIDOR MANAGEMENT PLAN

National Park Service
U.S. Department of the Interior

Planning Timeframe: 3 years

PHASE 1
Planning to Plan

PHASE 2
Vision and Foundation Development

PHASE 3
Making Choices and Drafting the Plan

Implementation

TASKS:

✓Step 0 – Select team members and/or consultant(s)

✓Step 1 - Begin Foundation Statement
 - Review:
  . Authorizing Legislation
  . Existing information:
   - feasibility study
   - previous plans
   - other information

✓Step 2 - Develop Scope of Work:
 - Establish ground rules and internal operating procedures

Step 3 and 4 - Develop Partner, Stakeholder and Public Involvement strategy

PUBLIC INVOLVEMENT:
Key Stakeholders/Partners
NEPA:
Identify Milestones
EA process
PRODUCT:
Scope of Work

TASKS:

✓Step 5 - Develop/reaffirm
 - Vision and Mission

✓Step 6 - Develop/reaffirm
 Themes

✓Step 7 - Develop/reaffirm
 Goals, Objectives and Strategies

❑**Step 8 - Gather information to develop alternatives**

❑Step 9 - Complete Foundation Statement
 - Inventory
 - Legislative intent

PUBLIC INVOLVEMENT:
Implement Partner and Public Involvement Strategy
NEPA:
Public Scoping,
Agency consultation,
PRODUCT:
Foundation Statement

TASKS:

❑Step 10 - Develop and present preliminary options and alternatives
 - Alternatives workshop
 - Public Meetings
❑Step 11 - Choose preferred alternative

❑Step 12 - Draft Plan/EA

❑Step 12 and 13 - Allow for Agency and Public review

❑Step 13 - Final Plan/EA

PUBLIC INVOLVEMENT:
Public meetings,
Review of draft plan
NEPA:
EA,
Public and Agency Review,
FONSI/ROD
PRODUCT:
Management Plan

Plan Adoption and Approval

IMPLEMENTATION:
MOVING FORWARD

Early Implementation Activities

Engage Partners, Stakeholder/Public Outreach

PROJECT OVERVIEW

❖ Nov. 2008: Commission hired DSC to develop *Management Plan/EA*

❖ Dec. 2008: Draft PA accepted by GGCHC Commission

❖ Jan. 2009: DSC developed mailing list and newsletter

❖ Jan. 2009: DSC developed posters and brochure for public scoping meetings

❖ Feb. 2009: Scoping newsletter distributed

   ❖ approx. 6,000 mailed across 4 states

PROJECT OVERVIEW

- ❖ February-August 2009: 21 public meetings held across SC, GA, NC, and FL
- ❖ June – Sept. 2009: Developed vision, mission, goals, interpretive themes
- ❖ FY09: DSC/Commission developed draft resource inventory list
- ❖ September 21 & 22, 2009: Inventory committee met with WASO GIS
- ❖ September 29 – October 1, 2009: Executive Committee Workshop, Denver

PROJECT OVERVIEW

❖ October 2009: DSC completed comment analysis (summary on PEPC)

❖ October 23, 2009: Commission quarterly business meeting, Savannah, GA

❖ November 2009: Project agreement revised

❖ November 2009: Public comment GIS based website developed

PUBLIC COMMENTS

❖ February 5, 2009 - August 21, 2009

❖ 21 public meetings in 19 different locations

❖ Comments received via: hardcopy form , electronically entered into PEPC, email, or by individual speakers at the public meetings.

❖ 125 individual correspondences were received plus the individual speakers at each of the 21 public meetings; 1,553 total public comments.

❖ Respondents represented 5 states (California, Florida, Georgia, North Carolina, and South Carolina) and the District of Columbia.

http://imgis.nps.gov/Geocortex/Essentials/Web21/viewer.aspx?Site=GUGE

GULLAH/GEECHEE CULTURAL HERITAGE CORRIDOR MANAGEMENT PLAN

http://imgis.nps.gov/Geocortex/Essentials/Web21/viewer.aspx?Site=GUGE

VISION

An environment that celebrates the legacy and continuing contributions of the Gullah/Geechee people to our American heritage.

MISSION

To nurture pride and facilitate an understanding and awareness of the significance of the Gullah/Geechee history and culture within the Gullah/Geechee communities.

To sustain and preserve land, language, and cultural assets within the coastal communities of South Carolina, Georgia, North Carolina, and Florida.

To educate the public on the value and importance of the Gullah/Geechee culture.

GOALS AND STRATEGIES

❖ **Goal 1:** Protect, preserve, and restore tangible and intangible natural and cultural resources in communities and other areas that are of cultural and historical significance to the Gullah/Geechee people.

❖ **Goal 2:** Enhance the quality of life for current and future generations within the Cultural Heritage Corridor.

❖ **Goal 3:** Foster public awareness and appreciation for the history of the Gullah/Geechee people, their contributions to the development of the United States, and connection to the African Diaspora and other international cultures.

INTERPRETIVE THEMES

I. Slave Trade, West African Economy and the Rice Coast - Development of the Plantation Economy

II. The Quest for Freedom and Equality

III. Global Connections

IV. Education

V. Influence of Gullah/Geechee people on cultural and natural landscapes

VI. The Cultural Continuum (From Africa to the Present)

LEGISLATION

SEC.295C(b)(2). REVISIONS.

The boundaries of the Heritage Corridor may be revised if the revision is – (A) Proposed in the management plan . . .

SEC.295I. COASTAL HERITAGE CENTERS.

. . . The local coordinating entity shall establish one or more Coastal Heritage Centers at appropriate locations within the Heritage Corridor in accordance with the preferred alternative identified in the ROD for the SRS . . and additional appropriate sites.

SEC.295E(a).DUTIES OF THE LOCAL COORIDNATING ENTITY

(2)(F). Ensuring that clear, consistent, and appropriate signs identifying points of public access and sites of interest are posted throughout the Heritage Corridor.

OTHER REQUIREMENTS

❖ **5-year Implementation Plan**

    ❖ Commission developing draft framework by September 2010

    ❖ To be finalized following selection of the Preferred Alternative (winter 2011)

OTHER REQUIREMENTS

❖ **Interpretive Plan**

    ❖ Commission developing draft by July 2010

        ❖ Based on the primary themes and subthemes developed in FY09

MANAGEMENT PLAN SCHEDULE (FY10)

January 2010

Partner Outreach → **Alternatives Conference Calls** → **Alternatives Workshop**

Stakeholder Meetings on Alternatives → **Finalize Alternatives** → **Write Affected Environment**

September 2010

MANAGEMENT PLAN SCHEDULE (FY11 & 12)

October 2010

Select Preferred Alternative → **Postcard to Public** → **Stakeholder Meetings on Preferred Alt.**

Write Environmental Consequences → **Finalize Management Plan/EA** → **SERO/WASO Review**

Print Management Plan/EA → **Public Meetings (30 day Review)**

September 2011

Year	Element	Budget
Fiscal Year 2008	**Technical Assistance**	**$45,000**
Fiscal Year 2009	**Public Outreach/Foundation**	**$90,503**
Fiscal Year 2010 (Estimate)	**Partner Outreach/Alternatives**	**$115,000**
Fiscal Year 2011 (Estimate)	**Preferred Alt./Finalize Plan/Public Review**	**$127,102**
Fiscal Year 2012 (Estimate)	**Revise Plan/Finalize/RD Signature/Send to SOI**	**$28,802**