#### **MEMBERS**

Counties Alamance

Caswell Davidson Davie Forsyth Guilford Montgomery Randolph Rockingham Stokes Surry Yadkin **Municipalities** Archdale Asheboro Bermuda Run Bethania Biscoe Boonville Burlington Candor Clemmons Cooleemee Danbury Denton Dobson East Bend Eden Elkin Elon Franklinville Gibsonville Graham Green Level Greensboro Haw River High Point Jamestown Jonesville Kernersville King Lewisville Lexington Liberty Madison Mayodan Mebane Midway Mocksville Mount Airy Mt. Gilead Oak Ridge Pilot Mountain Pleasant Garden Ramseur Randleman Reidsville Rural Hall Seagrove Stokesdale Stoneville Summerfield Thomasville Tobaccoville Trinity Troy Village of Alamance Walkertown Wallburg Walnut Cove Wentworth Winston-Salem Yadkinville Yanceyville



# PIEDMONT TRIAD REGIONAL COUNCIL

FY 2015-2016 Budget Packet

## M-E-M-O-R-A-N-D-U-M

TO: Executive Committee & Board of Delegates, Piedmont Triad Regional Council

FROM: Matthew Dolge, PTRC Executive Director

RE: Request for Authorization to Approve the PTRC FY 2015-2016 Budget

Dear Executive Committee and Delegates,

I am pleased to present the fourth annual budget of the Piedmont Triad Regional Council for your consideration. The budget packet of the Piedmont Triad Regional Council consists of five distinct sections. The first is the budget ordinance, which is broken down into appropriations and revenues for each of our fund areas. The second is a breakdown of our budget by program area. The third section is our dues schedule for member governments. The fourth and fifth sections are the fringe benefit plan, which charges the cost of the package of benefits offered by the organization as a percentage of salary, and the indirect cost allocation plan, which allocates common administrative costs across programs.

The revenue projections for fiscal 2015 – 2016 are a combination of historical information, current known budgetary decisions by state and federal funding sources, and executed or immediately pending contracts. Robin Shelton and the finance staff have used all available information to project a revenue stream of \$34,365,706 for the Piedmont Triad Regional Council for its fourth year of operation. This figure includes a slight increase in funding from the North Carolina Division of Aging. This increase is due to the restoration of block grant funds the general assembly removed from last year's budget. It also reflects a sizeable decrease in Workforce Investment Act funding based on projected reductions in federal dollars which pass through the state. We continue to experience growth in criminal justice programs as we expand our service areas to meet state needs. The planning staff continues to pursue fee based and grant based revenue. There has been tremendous improvement in revenue projections from direct planning contracts and new initiatives. The PTRC continues to experience growth in our Weatherization revenues. The programmatic expansion to Alamance and Caswell Counties is included in the revenue projections since those counties are now a permanent part of the PTRC service area. Continuation of the Duke Energy weatherization initiative is also a positive factor in revenue growth. The majority of the total revenue in our four major programs, Aging, Workforce, Housing, and Weatherization, pass through to participants and service providers for the direct benefit of the citizens of the region.

The dues rate remains constant at \$.21 per capita. The dues are used to match grant allocations from various programs and to cover the general operation and support to the board of delegates. It is a point of pride to our staff that over 65% of our dues go right back into the community as direct services through match for our aging program. We strive to be good stewards of your funds and commit to maximizing your return on investment each and every budget cycle.

The expenditure portion of the budget is broken down in the four previously described sections across seven major program areas. These major programs by size are the Area Agency on Aging, Workforce Development, Housing, Weatherization, Planning, Criminal Justice, and Other. Each program budget consists of staff salaries, fringe benefit costs, indirect cost allocation, and program delivery costs.

Staff salaries are the largest single expenditure category in the budget. The Piedmont Triad Regional Council currently operates with 103 full time staff. Salaries are allocated based on the revised pay and classification system approved by the board of delegates on June 19, 2013. The budget includes funding for one time merit payments not to exceed 3%, and performance based increases at an average of 2.5% for employees meeting or exceeding work expectations.

The fringe benefit rate of 31% is multiplied by salaries to provide a total cost for all fringe benefits provided to the staff by the regional council. The major cost driver in this category is health insurance. Insurance costs forced a 1% increase in our fringe benefit rate for the coming year. This budget also includes an employee contribution to healthcare premiums. Each employee is responsible for \$50 per month of their premium costs. Employees who voluntarily participate in the wellness program and meet their goals will have this cost waved. Wellness is a key component to our ability to control healthcare costs in the future. Employees may access coverage for dependents at their own expense. Other items in the fringe benefit rate are included in the fringe benefit schedule.

The indirect rate of 36% is charged against salaries and fringe benefits. The Piedmont Triad Regional Council charges an indirect rate for general administrative cost rather than directly charging each item. This is the same as an overhead rate in the private sector. Indirect cost allocation is a mechanism which cuts down on administrative work. Indirect cost allocation plans must conform to Internal Revenue tax codes to be valid. The Department of Housing and Urban Development (HUD) is our cognizant agency and certifies our indirect cost allocation plan. Approval by HUD allows the plan to be used for any federal program.

The finance staff has worked diligently to provide this document for your consideration. I would like to personally acknowledge the long hours they have worked. The dedication of your staff is admirable. It is with humble regard that I commit this work product for your consideration. Thank you for your service to the PTRC.

Sincerely,

Matthew L. Dolge Executive Director

	PI	EDMON' BUDG	ET ORDI					
Be it or	dained by the Piedmor	nt Triad Re	gional Cou	ncil (PTR	C):			
Section	1. The following amo	unts are he	reby appro	nriated in	the Gener	al Fund for the		
	on of PTRC and its act			•				
	June 30, 2016 in accor						r PT	RC:
	General / Council						\$	63,160
	TOTAL GENERAL I	ZIINID ADI		TION			\$	62 160
	TOTAL GENERAL I	TUND AP	PROPRIA	HON			•	63,160
Section	2. It is estimated that	the following	no revenue	s will be a	vailable in	 the General Fund		
	fiscal year beginning Ju					die General i und		
101 1110		1, 2010		, , , ,				
	Fund Balance						\$	-
	COG Dues							62,560
	Interest							600
	TOTAL GENERAL I	FUND EST	ΓIMATED	REVENU	JES		\$	63,160
	3. The following amo							
	Fund for the operation							
ending.	June 30, 2016 in accor	rdance with	the Chart	of Accou	nts heretof	ore established fo	r PT	RC:
	Administration						\$	260,738
	Crime Control and Pu	•						2,124,763
	Environmental Protect							354,321
	Health and Human Se	rvices (Agi	ng)					12,546,656
	Housing							5,252,690
	Planning							140,143
	Transportation							241,631
	Workforce Developm	ent						6,480,054
	Weatherization							2,761,239

Continued on next page.

Grant	Project Fund for the fiscal year begi	nning July 1, 201	5 and ending June 30, 2016	
	Federal Grants			21,925,717
	State Grants			7,679,449
	Appropriated Fund Balance			-
	Dues			429,044
	Interest			-
	Local Projects & Fees			128,025
	TOTAL GRANT PROJECT EST	IMATED REVE	ENUES	30,162,235
Section	n 5. The following amounts are here	eby appropriated	in the Special Revenue Fund	d- Local
Projec	ets Fund for the operation of PTRC	and its activities f	or the fiscal year beginning J	uly 1, 2015 and
_	June 30, 2016 in accordance with t			•
	Administrative Services			198,150
	Crime Control and Public Safety			498,391
	Environmental Protection			113,600
	Health and Human Services (Aging	g)		147,000
	Housing			5,000
	Misc. Local Projects			671,065
	Planning			273,715
	Workforce Development			137,573
	Weatherization			2,095,817
	TOTAL LOCAL PROJECTS AF	PROPRIATION	1	4,140,311
Section	n 6. It is estimated that the following	revenues will be	e available in the Special Rev	venue Fund -
	Projects Fund for the fiscal year beg			
	APPROPRIATED FUND BALA			_
	COG DUES and INTEREST			197,782
	LOCAL PROJECT FUND FEES			3,942,529
	TOTAL LOCAL PROJECT EST	IMATED REVE	NUES	4,140,311
ТОТА	L APPROPRIATIONS			34,365,706
Cootie	n 7. The Everytive Director is 11	av outhorized to t	ronafar annuariations s	
	n 7: The Executive Director is herel ned herein under the following condi	•	ransier appropriations as	
Contall	ned herein under the following condi	uons.		
	a. Ha may transfer amounts 1	uaan lina itama	andituma viithin a ananti4	out
	a. He may transfer amounts betw	veen line item exp being required.	penaltures within a grant with	OUL

### PIEDMONT TRIAD REGIONAL COUNCIL BUDGET BY AREA

#### 7/1/15 to 6/30/16

	Fund	Fund		% of Tota
	001	002 & 003	Total	Budget
Administration	260,738		260,738	0.8%
Administrative Services		198,150	198,150	0.6%
Crime Control and Public Safety	2,124,763	498,391	2,623,154	7.6%
Environmental Protection	354,321	113,600	467,921	1.4%
General Fund / Dues		63,160	63,160	0.2%
Health and Human Services (Aging)	12,546,656	147,000	12,693,656	36.9%
Housing	5,252,690	5,000	5,257,690	15.3%
Misc. Local Projects		671,065	671,065	2.0%
Planning	140,143	273,715	413,858	1.2%
Transportation	241,631		241,631	0.7%
Workforce Development	6,480,054	137,573	6,617,627	19.3%
Weatherization	2,761,239	2,095,817	4,857,056	14.1%
Totals	30,162,235	4,203,471	34,365,706	
	30,162,235	4,203,471	34,365,706	
	-	_		

## Proposed PTRC Dues 2015-2016

Froposed PTRC Dues 2015-2016						
Local Government	Population Estimate	Proposed Dues (.21 per	RPO Dues	Stormwater	Total Dues	
	(2013)	capita)		Dues		
Village of Alamance	1,002	\$ 550	\$ -	\$ -	\$ 550	
Alamance County	153,595	32,255	-	- ·	32,255	
City of Archdale	11,746	2,467	-	4,500	6,967	
City of Asheboro	25,676	5,392	-	5,000	10,392	
Town of Bermuda Run	2,516	550	-	-	550	
Town of Bethania	327	550	-	-	550	
Town of Biscoe	1,713	550	-	-	550	
Town of Boonville	1,224	550	162	-	712	
City of Burlington	51,396	10,793	-	6,000	16,793	
Town of Candor	846	550			550	
Caswell County	23,844	5,007	2,338	-	7,345	
Village of Clemmons	19,158	4,023	-		4,023	
Town of Cooleemee	963	550	128	-	678	
Town of Danbury	186	550	100		650	
Davidson County	163,770	34,392	-	7,000	41,392	
Davie County	41,507	8,716	3,317	-	12,033	
Town of Denton	1,615	550	-	-	550	
Town of Dobson	1,592	550	213	-	763	
Town of East Bend	605	550	100	-	650	
City of Eden	15,406	3,235	-	-	3,235	
Town of Elkin	3,959	831	518	-	1,349	
Town of Elon	9,769	2,051	-	4,000	6,051	
Forsyth County	360,471	75,699	-	-	75,699	
Town of Franklinville	1,156	550	-	-	550	
Town of Gibsonville	6,703	1,408	-	4,000	5,408	
City of Graham	14,177	2,977	-	4,500	7,477	
Town of Green Level	2,074	550	-	3,500	4,050	
City of Greensboro	278,654	58,517	-		58,517	
Guilford County	507,419	106,558	-	-	106,558	
Town of Haw River	2,311	550	-	3,500	4,050	
City of High Point	107,642	22,605	-		22,605	
Town of Jamestown	3,603	757	-	-	757	
Town of Jonesville	2,278	550	302	-	852	
Town of Kernersville	24,025	5,045	-	-	5,045	
City of King	6,850	1,439	-	-	1,439	
Town of Lewisville	12,910	2,711	-	-	2,711	
City of Lexington	18,655	3,918	-	4,500	8,418	

Local Government	Population Estimate	Proposed Dues (.21 per	RPO Dues	Stormwater Dues	Total Dues
Town of till out.	(2013)	capita)			560
Town of Liberty	2,665	560	-	-	560
Town of Madison	2,216	550	-	-	550
Town of Mayodan	2,456	550	-	4.500	550
City of Mebane	12,136	2,549	-	4,500	7,049
Town of Midway Town of Mocksville	4,714	990	-	-	990
	5,113	1,074	674	-	1,748
Montgomery County	27,768	5,831	2,755	-	8,586
City of Mount Airy Town of Mount Gilead	10,372	2,178 550	1,386	-	3,564 550
	1,124		-	4.000	
Town of Oak Ridge	6,786	1,425	100	4,000	5,425
Town of Pilot Mountain Town of Pleasant Garden	1,492	550 961	199	-	749 961
	4,578		-	-	
Town of Ramseur	1,694	550 874	-	3.500	550
City of Randleman	4,163		10.721	3,500	4,374
Randolph County	142,561	29,938	10,721	6,000	46,659
City of Reidsville	14,246	2,992	0.240	4,500	7,492
Rockingham County  Town of Rural Hall	92,254	19,373	9,249	6,000	34,622
	3,025	635	-	-	635
Town of Seagrove	228	550	2.700	-	550
Stokes County Town of Stokesdale	46,731	9,814	3,760	-	13,574
	5,373	1,128	-	-	1,128
Town of Stoneville	1,044	550	-	4.500	550
Town of Summerfield	10,886	2,286	7.520	4,500	6,786
Surry County	73,344	15,402	7,530	- -	22,932
City of Thomasville Town of Tobaccoville	26,897	5,648	-	5,000	10,648
	2,478	550	-	4.000	550
City of Trinity Town of Troy	6,634	1,393	-	4,000	5,393
•	3,294	692	-	-	692
Town of Walkertown Town of Wallburg	4,791 3,072	1,006 645	-	-	1,006 645
Town of Walnut Cove	·	550	186		736
Town of Wainut Cove	1,413 2,763	580	180	-	580
City of Winston-Salem	235,527	49,461	-		49,461
Yadkin County	38,131	8,008	4,163	-	12,171
Town of Yadkinville	2,937	617	393	-	1,010
Town of Yanceyville	2,937	550	333	-	550
Town of fanceyvine	2,012	330	-	-	330
Totals	2,688,261	\$ 570,606	\$ 48,194	\$ 88,500	\$ 707,300

# PIEDMONT TRIAD REGIONAL COUNCIL INDIRECT COST AND FRINGE BENEFIT PLAN

# PROVISIONAL RATE METHOD BASE METHOD: SALARIES PLUS FRINGE

**JULY 1, 2015 - JUNE 30, 2016** 

# CERTIFICATION BY THE PIEDMONT TRIAD REGIONAL COUNCIL

#### INDIRECT COST PROPOSAL

I hereby certify as the responsible official of the Piedmont Triad Regional Council that the information contained in this indirect cost proposal for the fiscal year ending June 30, 2016, is correct and was prepared in accordance with the policies and procedures contained in the OMB Circular A-87. I further certify these procedures were utilized:

- (a) to prevent cost from being allocated to Federal Programs as indirect costs that have already been treated as direct program costs; and
- (b) to ensure that consistent treatment was accorded similar costs, for all programs in the Agency, regardless of source of funds; and
- (c) to ensure that costs have not been treated as indirect costs of Federal Programs inconsistent with statutory restrictions governing those programs.

Robin C. Shelton	Matthew L. Dolge
Finance Director	Executive Director

#### PIEDMONT TRIAD REGIONAL COUNCIL

#### Indirect Costs to be Allocated

#### Cost Allocation Plan for Fiscal Year 2015 – 2016

#### **SALARIES**

PERSONNEL AS LISTED WILL BE CHARGED TO THE INDIRECT COST POOL.

#### **FRINGE BENEFITS**

FRINGE BENEFITS WILL BE CHARGED TO ALL PROJECTS AND THE INDIRECT COST POOL ON A PRE-DETERMINED FRINGE BENEFIT RATE.

#### **RETIREMENT**

RETIREMENT EXPENSES WILL BE CHARGED TO ALL PROJECTS AND THE INDIRECT COST POOL ON A PRE-DETERMINED RATE SET BY N. C. LOCAL GOVERNMENT EMPLOYEES' RETIREMENT SYSTEM BASED ON ACTUAL COST.

#### **TEMPORARY PERSONNEL**

TEMPORARY PERSONNEL EXPENSE WILL BE CHARGED TO THE INDIRECT COST POOL. TEMPORARY PERSONNEL EXPENSE FOR SPECIFIC PROGRAMS WILL BE CHARGED DIRECTLY TO THE PROGRAM.

#### PROFESSIONAL, LEGAL, AND ACCOUNTING SERVICES

SINGLE AUDIT FEES WILL BE CHARGED TO THE INDIRECT COST POOL. OTHER PROFESSIONAL SERVICES EXPENSE WILL BE CHARGED TO THE INDIRECT COST POOL (ATTORNEY, LRO LIASON, ETC.)

#### **TELEPHONE & POSTAGE**

ALL TELEPHONE, POSTAGE AND MISCELLANEOUS COMMUNICATION CHARGES ARE TO BE CHARGED TO THE INDIRECT COST POOL. TELEPHONE AND POSTAGE FOR SPECIFIC PROGRAMS WILL BE CHARGED TO THE PROGRAM.

#### **TRAVEL & PARKING**

TRAVEL WILL BE CHARGED DIRECTLY TO ALL PROJECTS AND THE INDIRECT COST POOL BASED ON ACTUAL COST. (THE TRAVEL LINE ITEM IN THE INDIRECT COST PLAN APPLIES ONLY TO THOSE EMPLOYEES LISTED IN THE INDIRECT COST PLAN.) PARKING EXPENSE FOR BOARD MEMBERS AND OTHER VISITORS WILL BE CHARGED TO THE INDIRECT COST POOL.

#### **EQUIPMENT AND VEHICLES MAINTENANCE-REPAIR**

ALL EQUIPMENT MAINTENANCE AND REPAIR COST WILL BE CHARGED TO THE INDIRECT COST POOL. EQUIPMENT AND VEHICLES MAINTENANCE AND REPAIR COSTS FOR SPECIFIC PROGRAMS WILL BE CHARGED DIRECTLY TO THE PROGRAM.

#### **OCCUPANCY EXPENSE**

OCCUPANCY FOR COMMON AREAS WILL BE CHARGED TO THE INDIRECT COST POOL.
OCCUPANCY FOR SPECIFIC PROGRAMS WILL BE CHARGED DIRECTLY TO THE PROGRAM BASED ON THE SQUARE FOOTAGE RATE MULTIPLIED BY THE SQUARE FOOTAGE OCCUPIED.

#### PIEDMONT TRIAD REGIONAL COUNCIL

#### Indirect Costs to be Allocated

#### Cost Allocation Plan for Fiscal Year 2015 - 2016

#### PAGE 2

#### **EQUIPMENT RENTAL**

ALL RENTED EQUIPMENT USED WILL BE CHARGED TO THE INDIRECT COST POOL. RENTAL EQUIPMENT USED FOR SPECIFIC PROGRAMS WILL BE CHARGED DIRECTLY TO THE PROGRAM.

#### **ADVERTISING**

ALL ADVERTISING EXPENSES ARE TO BE CHARGED TO THE INDIRECT COST POOL. ADVERTISING EXPENSES FOR SPECIFIC PROGRAMS WILL BE CHARGED DIRECTLY TO THE PROGRAM.

#### **SUPPLIES AND SPECIAL MATERIALS**

ALL OFFICE AND GENERAL USE SUPPLIES ARE TO BE CHARGED TO THE INDIRECT COST POOL. SPECIAL SUPPLIES AND MATERIALS FOR SPECIFIC PROGRAMS WILL BE CHARGED DIRECTLY TO THE PROGRAM.

#### **PRINTING COSTS**

ALL PRINTING COSTS ARE TO BE CHARGED TO THE INDIRECT COST POOL. SPECIAL PRINTING COSTS FOR SPECIFIC PROGRAMS WILL BE CHARGED DIRECTLY TO THE PROGRAM.

#### **COMPUTER SERVICES, LICENSING & FEES**

ALL COMPUTER SERVICES SUCH AS PAYROLL PROCESSING EXPENSES WILL BE CHARGED TO THE INDIRECT COST POOL. PAYROLL PROCESSING CHARGES FOR SPECIFIC PROGRAMS WILL BE CHARGED DIRECTLY TO THE PROGRAM.

#### TRASH DISPOSAL/RECYCLING

ALL TRASH DISPOSAL AND RECYCLING EXPENSES WILL BE CHARGED TO THE INDIRECT COST POOL.

SPECIAL TRASH DISPOSAL EXPENSES FOR SPECIFIC PROGRAMS WILL BE CHARGED TO THE PROGRAM.

#### DUES. SUBSCRIPTIONS.PUBLICATIONS. NEWSPAPERS & MISCELLANEOUS

ALL DUES, SUBSCRIPTIONS, PUBLICATIONS, NEWSPAPERS AND MISCELLANEOUS COSTS WILL BE CHARGED TO THE INDIRECT COST POOL.

#### **BONDING, FIRE INSURANCE & PUBLIC EMPLOYEE LIABILITY**

ALL BONDING, FIRE INSURANCE AND PUBLIC EMPLOYEE LIABILITY INSURANCE WILL BE CHARGED TO THE INDIRECT COST POOL.

#### PIEDMONT TRIAD REGIONAL COUNCIL **Calculation of Fringe Benefits Rate** Fiscal Year 2015 - 2016 **Total Salaries** 5,295,014 Salaries over SS Max (18,618)Cafeteria Plan Deductions (1,636,422)Plus Employee Compensation 15,600 226,646 Social Security 6.2% 3,655,575 6.20% Medicare 1.45% 3,674,193 1.45% 53,276 Group Health, Life and Dental Insurance 630,034 EAP/Wellness 30,119 Worker's Compensation Insurance 26,000 Unemployment - NC ESC 21,500 Accrued Vacation Leave 45,000 Health Reimbursement Arrangement 66,000 Employer Contribution to Retirement System 5,032,096 6.67% 335,641 Employer Contribution to 401K 5,032,096 2.50% 125,802 Total Fringe Benefits 1,560,018 Fringe Benefits Rate: **Total Fringe Benefits** 1,560,018 31.00% Salaries Subject to 401k & Retirement 5,032,096

I II:A	OMONT TRIAD REGIONAL ( Calculation of Indirect Cost R		
	Fiscal Year 2015 - 2016	rate	
Executive Director	Fiscal Teal 2015 - 2010		62,588
Assistant Executive Director &	Dir of Momt Services		97,560
Finance Director	Di of Wight Betvices		93,446
Information Technology Manag	ner -		81,334
Information Technology Manag			60,552
Accounting Technician	Sei		18,232
Accounting Technician			18,778
Accounting Technician			18,002
Accounting Technician - Part T	ime.		10,002
Executive Assistant			52,277
Executive Assistant			35,468
Receptionist			13,757
Receptionist			13,757
Maintenance			16,000
Miscellaneous Others (Planning	<u>y</u> )		4,000
TOTAL SALARIES			595,751
Fringe Benefits	(see Indirect TB)	31.00%	168,101
Fringe Benefits Indirect Part-T	ime		4,094
Bonding, Fire Insurance & Pub	olic Officials Liability Insurance		15,000
Professional Services			50,000
Attorney's Fees			3,250
Advertising			1,500
Printing Costs			4,000
Computer Services, Licensing,			
Fees & Payroll Processing			75,000
Equipment Rental			53,256
Telephone			30,960
Postage			26,000
Dues, Subscriptions, Members	hips, Misc.		16,000
Office Supplies			71,410
Equipment and Vehicles Maint	enance and Repair		11,750
Travel & Parking	1		16,000
Occupancy Costs - Common	Areas		220,000
TOTAL INDIRECT COST			1,362,071

#### Continued from previous page - Indirect Cost Rate

Indirect Cost Rate:	Total Indirect Costs	1,362,071	36.00%
	Total Direct Salaries & Fringe	3,783,432	
	Salaries	Fringe Benefits	Total
Total Direct Salaries & Fringe			
Benefits (Total Salaries less Grant 400 S	4,699,263 Salaries)	1,456,835	6,156,099
Minus Salaries not Subject to Indirect***	(1,811,177)	(561,489)	(2,372,666)
	2,888,086	895,346	3,783,432
Total Salaries	5,295,014		
Salaries not Subject to Indirect	1,811,177 3,483,837		
•	gham and Forsyth WFD positions ninal Justice positions are not hous		

Service Corps is direct charged.

PIEDMONT TRIAD REG	IONAL COUNCIL	
SATELLITE O	FFICES	
Calculation of Indire	ct Cost Rate	
Fiscal Year 201	5-2016	
Budgeted Bonding, Fire, and Public Officials Liability Insur	rance \$	6,000
Divided by: Total Budgeted Salaries	\$	5,295,014
Multiplied by Salaries not subject to indirect	\$	1,811,177
Indirect Cost for Satellite Offices	\$	2,052