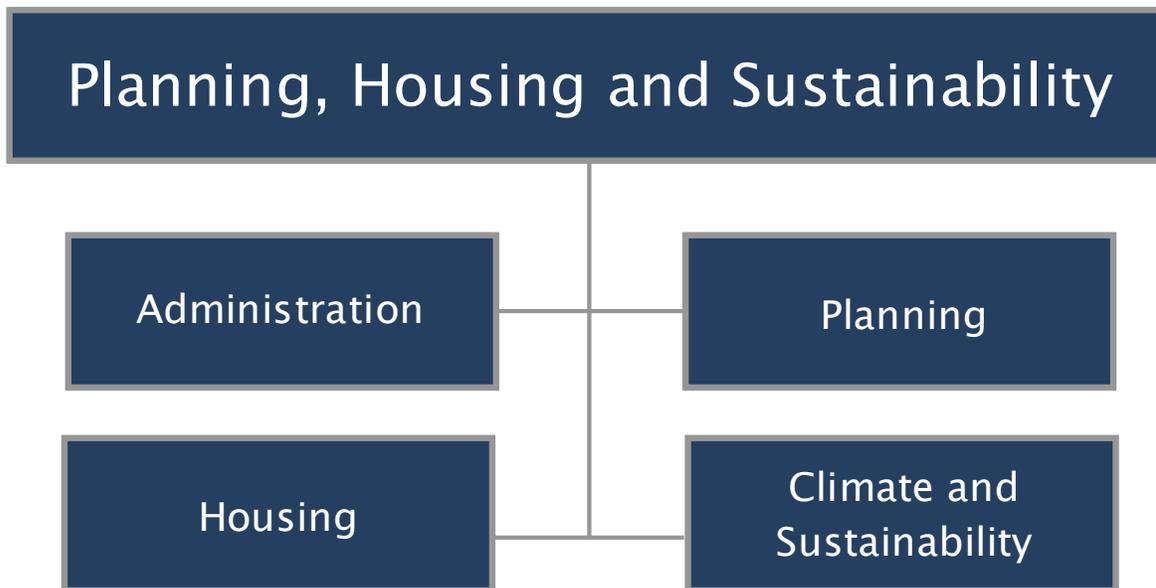


City of Boulder
Planning, Housing and Sustainability

2017 Recommended Budget
\$16,308,133

The mission of the Department of Planning, Housing and Sustainability is to “collaborate with our community and colleagues to create a truly great and sustainable city, worthy of its setting.” The department does this by:

- *Working with the Boulder community to articulate a shared vision for the city’s future;*
- *Promoting long-term sustainability, resilience and community quality through comprehensive, strategic planning and application of the community’s values and sustainability principles in guiding new development and redevelopment in the city;*
- *Preserving and providing safe, quality and affordable housing opportunities through collaborative regional and community planning, application of land use and regulatory tools, investment, and funding of programs;*
- *Engaging the community to promote education and action for community sustainability and resilience; and*
- *Supporting others in the city organization and community to carry out their mission in service of the community’s planning, housing and sustainability goals.*



Department Overview

Administration

- Administration provides administrative and financial services to both external and internal customers by administering and providing support to the department’s programs and projects.



Department Overview (Cont'd)

Planning

- Comprehensive Planning leads planning and policy development projects and programs. It includes long range planning, historic preservation, and ecological planning. The division develops and implements the Boulder Valley Comprehensive Plan, prepares area plans and other special planning efforts, manages the historic preservation program, and coordinates both the urban wildlife management program and integrated pest management program.
- Development Review provides project review, zoning administration and enforcement services for the community and customers. Working with other work groups of the Planning and Development Services Center, the development review team helps ensure consistent application of city regulations and policies in both “by right” and discretionary review projects. The group also coordinates regular updates to the city’s land use code and development regulations and oversees annexation processes.
- The City Design Team leads urban design and architecture for the city. This includes facilitating community dialogue and providing leadership to achieve design excellence in the city’s built environment, acting as a technical urban design resource for the city, and playing a leadership role on special projects involving complex design issues.

Housing

- Community Investment utilizes city and federal resources in collaboration with partner organizations to increase and preserve the community’s affordable housing stock, support the capital needs of nonprofit service providers, and ensure appropriate oversight and compliance monitoring of these investments.
- Homeownership serves the community by promoting and implementing affordable homeownership opportunities, helping to match qualified households with permanently affordable for-sale home opportunities and ensuring operation of the program in a manner consistent with city policies and community values.
- Planning and Policy leads initiatives to address community housing needs through community and stakeholder engagement; supportive policy, market and data analysis; and development of effective policies and programs, working in collaboration with Comprehensive Planning and others. The group also partners with Development Review to implement the city’s inclusionary housing ordinance in new development and annexations and helps establish and monitor appropriate metrics to measure program success and effectiveness.



Department Overview (Cont'd)

Climate and Sustainability

- Climate Commitment leads collaborative processes with other departments and work groups as well as with the Boulder community to understand and respond to the challenge of climate change, and develop effective strategies to achieve deep reductions in local carbon emissions, guided by the long-term goal of 80% reduction in emissions (from 2005) by 2050.
- Energy Services works with Boulder businesses, residents and key partners to reduce energy use in the city through energy efficiency, conservation and site-based renewable energy development, using a combination of education, incentives, technical assistance and regulatory requirements.
- Zero Waste works with key partners and the Boulder community as well as the city organization to reduce the generation of waste and divert reusable resources to the maximum extent possible, through a combination of policy development, education, incentives, investments in zero waste facilities, technical assistance and regulatory requirements.

Table 7-45: Planning, Housing and Sustainability Summary Budget

	2015 Actual	2016 Approved	2017 Recommended
STAFFING			
Administration	5.78	5.16	4.83
Planning	30.23	36.56	38.21
Housing	13.20	14.95	15.95
Climate and Sustainability	11.05	11.05	12.30
TOTAL STAFFING	60.26	67.72	71.29
EXPENDITURE			
Administration	\$ 831,575	\$ 682,916	\$ 684,420
Planning	4,416,727	4,306,672	5,101,975
Housing	15,764,648	6,059,449	6,266,620
Climate and Sustainability	3,261,775	3,184,549	3,124,817
Cost Allocation and Transfers	741,709	741,977	1,130,302
TOTAL EXPENDITURE	\$ 25,016,435	\$ 14,975,562	\$ 16,308,133
FUNDING			
General	\$ 2,139,468	\$ 2,424,513	\$ 3,086,182
Planning and Development Services	5,015,882	4,533,878	5,151,440
Climate Action Plan	2,044,456	1,955,433	1,828,900
Affordable Housing	13,057,105	1,570,292	1,737,774
Community Housing Assistance Program	2,205,845	3,172,624	3,125,866
Community Development Block Grant	256,146	539,318	552,775
HOME Investment Partnership Grant	297,532	779,504	825,194
TOTAL FUNDING	\$ 25,016,435	\$ 14,975,562	\$ 16,308,133



2016 Accomplishments

- **Development Review.** In collaboration with Public Works, completed reviews for a number of significant new developments, including Site Reviews for 2490 Junction Place (The Commons); “S’PARK” in Boulder Junction; 3000 Pearl (The Reve); 4525 Palo Parkway (BHP/Habitat for Humanity); 4403 Broadway (Blue Spruce Auto site); and 2560 28th Apartments; as well as Concept Reviews for the McKenzie Junction property at 3600 Highway 119; 96 Arapahoe; 4801 Riverbend (BCH Mental Health Services); 350 Ponca Place (Frasier Meadows); and 3200 Bluff (The Commons II).
- **Form Based Code.** Completed and adopted a Form Based Code pilot for the Boulder Junction Area.
- **Design Guidelines.** Completed revision and adoption of the General Design Guidelines and Downtown Urban Design Guidelines.
- **Development Inspections.** Launched a new zoning/architectural inspection process to ensure that projects are being built in accordance with their approvals.
- **Boulder Valley Comprehensive Plan Update.** Completed significant work for the Boulder Valley Comprehensive Plan update, including subcommunity fact sheets, jobs and housing forecasts, trends report, 3D story mapping and model, and community profile. Continued community engagement, including citywide events and multiple local listening sessions. Conducted a random sample survey resulting in 900+ responses. Developed land use scenarios and updated policies around key focus areas and community goals. Prepared to conduct a second random sample survey about more targeted land use and policy topics in fall 2016. Completed analysis and recommendations of public land use requests. Managed site suitability analysis for CU South and potential land use changes.
- **Development Fees and Excise Taxes.** Completed options analysis, community engagement and recommendations for a comprehensive update to the city’s development-related impact fees and excise taxes.
- **Alpine-Balsam Site Redevelopment.** Began long range planning and community engagement for “A Boulder Community Project: Alpine-Balsam” (formerly the Boulder Community Hospital), leading to development of an urban design framework and guiding principles for the site.
- **MetroLab Network.** Developed an MOU with the University of Colorado to join the national MetroLab Network, partnering to engage CU faculty and students in planning and action initiatives (with initial focus on the Alpine-Balsam project).
- **EcoDistricts.** Co-host of the National EcoDistricts Summit in September 2016, including a design charrette with invited experts to explore the potential application of EcoDistrict principles in the planning and implementation of the Alpine-Balsam site and Civic Area.
- **Capital Planning.** Coordinated the 2017–2022 Capital Improvement Plan process.
- **Growing Up Boulder.** Continued to collaborate with CU and other partners to support young people’s participation in community planning, with focus on the Civic Area, Alpine-Balsam, and the BVCP.



2016 Accomplishments (Cont'd)

- **Historic Preservation.** Supported 12 monthly Landmarks Board meetings, three study sessions, and 50 design review committee meetings; supported landmark designation of 4 properties (8 applications pending); received 180 Landmark Alteration Certificate Applications; received 136 demolition permit applications. Also continued Historic Preservation Plan implementation, including community outreach, website improvements, a lecture series, Heritage Roundtable Ceremony, work with schools, and completion of grant funded Historic Resource Survey Plan.
- **Urban Wildlife Management.** Continued implementation of bear resistant trash containers; and worked interdepartmentally to assess and address prairie dog relocation priorities (Urban Wildlife Management Plan).
- **Integrated Pest Management.** Continued to advance the mosquito control program to protect public health with an ecologically-sound approach to identify mosquito activity in hotspot locations; revised the pesticide assessment process; and provided major public education and outreach about pollinator health with community partners through Pollinator Appreciation Month.
- **Commercial Energy Efficiency.** Published City Manager Rules and began implementation of the Boulder Building Performance Ordinance, requiring energy rating and reporting and energy efficiency for large commercial and industrial buildings. This included benchmarking energy use in all city buildings larger than 5,000 sf; new rebates; new support resources and programs; advisor training; and assistance for affected building owners.
- **EnergySmart.** Issued 60 Commercial EnergySmart rebates, resulting in 510,000 kWh of deemed energy savings; and 250 Residential EnergySmart rebates, resulting in 180,000 kWh and 38,000 Therms of deemed energy savings.
- **SmartRegs.** Hit key milestones, including completed audits of nearly 70 percent of all licensed rental units, with over 52 percent compliant. Also, with Public Works, continued implementation of the Quality Assurance Program for rental housing inspection and licensing, and completed an evaluation of program fees.
- **Solar Energy.** Collaborated with Boulder County on a Solar Benefits Boulder County commercial solar grant program, that has issued two rounds of funding, which will result in over 800 kW of solar PV installed in the city. Also received a Boulder County Sustainability Grant for developing a community wide solar strategy.
- **Electric Vehicle Charging Stations.** Provided supplemental grant funding, in partnership with Boulder County and the Regional Air Quality Council, to install six new electric vehicle charging stations within the city.
- **Climate Commitment Analysis and Outreach.** Refined the Climate Commitment Tool to better project energy and emissions savings for current and planned programs out to 2050, and launched a community engagement process related to the proposed new Climate Commitment Goal. Also completed the 2015 Greenhouse Gas (GHG) inventory and provided a summary of the results and the city's progress compared to 2005 baseline (anticipated for fourth quarter 2016).



2016 Accomplishments (Cont'd)

- **Energy Codes.** Developed a long term strategy and near-term code updates as key steps toward achieving Net Zero Energy Codes by 2031.
- **Boulder Energy Challenge.** Launched the second round of the Boulder Energy Challenge grant program to provide funding for innovative solutions to reducing greenhouse gas emissions.
- **Thermal Decarbonization Strategy.** Completed analysis and strategy development to transition off of natural gas in single family detached homes (in collaboration with San Francisco with funding from the Carbon Neutral Cities Alliance). Also developed a five city collaboration to explore implementation of a market-based thermal decarbonization strategy utilizing outcomes from the CNCA grant project.
- **Energy System Transformation.** Developed a planning method to evaluate energy system transition options as part of sub-community planning, in collaboration with Seattle and Minneapolis with funding from the Carbon Neutral Cities Alliance.
- **Energy Resilience Pilot.** Developed an energy resilience assessment and strategy for the 63rd St Water Treatment plant and conducted an RFP to solicit project proposals for implementing the key features of the resilience plan (with a \$380,000 DOE grant).
- **Sustainability Dashboard.** Contributed to the Environmentally Sustainable section of the citywide dashboard, and developed metrics and data to measure performance for Climate + Sustainability Division programs (anticipated fourth quarter 2016).
- **Climate Preparedness.** Coordinated the organization-wide Climate Change Preparation Initiative, including work with five action teams to develop proposed emissions reduction strategies in the major city emissions categories
- **Zero Waste.** Began implementation of new “Universal Zero Waste” requirements, providing compliance advising services to 530 businesses; full zero waste advising services to 170 businesses; distribution of 6,400+ city-designed zero waste signs and toolkits (as of July 2016); a new web portal at www.ZeroWasteBoulder.com; and \$25,500 in start-up rebates and enclosure expansion grants (with \$40,000 more in rebate/grant dollars budgeted for the remainder of 2016). Began use of new software to track life-cycle emissions from waste diversion, with additional enhancements to improve data accuracy, including capture of “reuse” data (fourth quarter 2016). Revamped permitting process for special events to meet Universal Zero Waste requirements. Began strategic planning for additional zero waste activities on city’s property at 6400 Arapahoe Ave. Completed deep-dive advising and broad-based zero waste education to over 100 multi-family complexes.
- **Housing Boulder.** Continued to facilitate the Housing Boulder process, consistent with the council-approved 2015/2016 action plan, including completion of a Middle Income Housing Study and launch of a Middle Income Housing Strategy working group that will result in adopted goals, tools and funding priorities. Also began work on the 1:1 ordinance to encourage economic diversity of housing.
- **Mobile Homes.** Completed the West Four Mile creek planning grant work, including a resident oriented design charrette and conversation about the future of Ponderosa mobile home park. Also provided \$57,000 to support the Long’s Peak mobile home maintenance program.



2016 Accomplishments (Cont'd)

- **30th and Pearl Options Analysis.** Completed analysis and options for affordable housing and mixed income, mixed use development on the city-owned property at 30th and Pearl.
- **Achieving the 10% Goal.** Surpassed 3,300 affordable housing units on the way to the city's adopted goal of ten percent of the city's residences being permanently affordable to low- and moderate- income households.
- **Affordable Housing Investments.** Facilitated review of 13 funding applications, resulting in the awarding of \$13 million in local and federal resources to support the creation and preservation of affordable housing and community development capital improvements.
- **Preservation.** Worked with partners to convert 238 market-rate affordable rental units to permanently affordable through acquisition and deed restriction and facilitated their rehabilitation. Also facilitated rehabilitation of two historic buildings at 210 Arapahoe for permanently affordable homeownership.
- **Inclusionary Housing.** Applied IH requirements to secure three for-sale single family homes; continued negotiations for 38 condos; collected \$2.6M in cash-in-lieu contributions; and began process to secure the first IH land donation.
- **Affordable Homeownership.** Provided Solution grants for 13 permanently affordable owners to assist with down payment and closing costs. And transferred ownership of 40 units from households moving on from the program to new households in need of affordable housing.

Key Initiatives for 2017

- **Design Excellence.** Continue work on the Design Excellence initiative, including implementation of the form based code as well as related code changes and development process improvements as prioritized by City Council in 2014 and based on further direction at the 2015 Council retreat.
- **Boulder Valley Comprehensive Plan.** Complete the major update to the Boulder Valley Comprehensive Plan to address focused topics (i.e., housing, climate and resilience, community benefit, subcommunity planning), improve usability of the plan, include 3D interactive mapping, improve metrics and data services, address future priorities for subcommunity and area planning, and include resilience policies, incorporate land use changes.
- **Alpine-Balsam Redevelopment.** Continue long range planning for a Boulder Community Project: Alpine-Balsam property.
- **Area/Subcommunity Planning.** Begin area planning based on council direction.
- **Uni Hill Revitalization.** Continue National Register process for University Hill Commercial District.
- **Development-related Impact Fees and Excise Taxes.** Implement the city's fee structures appropriately based on analysis and council direction from 2016.
- **Commercial Energy Efficiency.** Release the first Annual Report for the Building Performance Ordinance program and publish an updated affected building list.



Key Initiatives for 2017

- **Energy Codes.** Work with Public Works to complete the near-term update of the city's energy codes, develop supporting resources and training materials, and implement measures to improve compliance with the codes.
- **EnergySmart.** Continue delivery and enhancement of existing energy efficiency programs, including the implementation of a new custom rebate for Commercial EnergySmart, and piloting rebates for solar and whole home retrofits for Residential EnergySmart.
- **SmartRegs.** Begin to develop the next iteration of SmartRegs.
- **Climate Commitment.** Work with community organizations and partners to launch a community-based action campaign related to Boulder's Climate Commitment, and coordinate a community-wide climate-energy convening to develop targets and action commitments to achieve significant renewable energy adoption by 2020. Also, develop a multi-stakeholder collaboration to plan a community-wide Ecosystems Summit for late 2017-2018.
- **Carbon Offset Fund.** Develop a local carbon offset fund, possibly in partnership with Boulder County.
- **Sustainability Dashboard.** Develop an easily updatable data warehouse to support the Climate + Sustainability portion of the citywide dashboard.
- **Energy Transition.** Develop an energy system transition roadmap, and integrate the residential energy transition tool developed as part of the 2016 CNCA thermal decarbonization grant into the EnergySmart program.
- **City Organization Climate Action.** Coordinate continued development of city emissions reduction strategies in 5 major emissions areas.
- **Electric Vehicles.** Encourage adoption of electric vehicles and charging stations through workplace challenge programs and other community outreach efforts
- **Zero Waste.** Complete implementation of new Zero Waste requirements, including tracking, enforcement, assistance, communications and exemption processes.
- **Housing Boulder.** Complete Middle Income Housing Strategy and begin implementation. Complete work on the 1:1 replacement ordinance. Complete an Affordable Housing Benefit Ordinance. Facilitate council discussion re: a Housing Board. Complete a five-year strategy to exceed 10% affordable housing goal by 2021. Complete updates to Inclusionary Housing Ordinance. Develop policies to guide rehabilitation of existing market rate buildings for affordable housing.
- **Mobile Homes.** Develop an infrastructure strategy for mobile home parks, and take additional action to address mobile home issues.
- **Site Specific Housing Opportunities.** Take next steps toward development of city-owned property at 30th and Pearl. Complete acquisition of the area II portion of 5678 Baseline, the "Coleman" property, and initiate site planning.



**Table 7-46: Planning, Housing and Sustainability Significant Changes
Between 2016 and 2017 Budget**

	2016 Approved Budget	2017 Recommended Budget	Total Change	2016 FTE	2017 FTE	FTE Change
AFFORDABLE HOUSING FUND						
Housing Strategy	\$ -	\$ 141,500	\$ 141,500	-	1.00	1.00
GENERAL FUND						
Communications Specialist II Position - Extend Fixed-Term for Tw o Years	\$ 41,091	\$ 43,000	\$ 1,909	0.50	0.50	-
Employee Conservation Coordinator	60,857	60,857	-	0.25	0.75	0.50
Planner I Position - Extend Fixed-Term for Tw o Years	69,733	76,000	6,267	1.00	1.00	-
Zero Waste Compliance Assistant	-	-	-	-	1.00	1.00
Climate Commitment Implementation	-	50,000	50,000	-	-	-
Central Boulder Long-Term Planning - Civic Area East Bookend Planning	-	210,900	210,900	-	-	-
Central Boulder Long-Term Planning - Alpine Balsam Site Planning	-	213,900	213,900	-	-	-
CLIMATE ACTION PLAN (CAP) TAX FUND						
Communications Specialist II Position - Extend Fixed-Term for Tw o Years	\$ 41,091	\$ 43,000	\$ 1,909	-	0.50	0.50
PLANNING AND DEVELOPMENT SERVICES (P&DS) FUND						
Code Assessment	\$ -	\$ 150,000	\$ 150,000	-	-	-
Central Boulder Long-Term Planning - Sr. Project Manager Extend Fixed-Term for Tw o Years	119,806	124,000	4,194	1.00	1.00	-
Central Boulder Long-Term Planning - Administrative Specialist II Extend Fixed-Term for Tw o Years	52,783	55,000	2,217	1.00	1.00	-
Central Boulder Long-Term Planning - Civic Area East Bookend Planning	-	50,000	50,000	-	-	-
Landlink Development and Information Tracking System Replacement Project - Extend Fixed Term for Tw o-Years	-	26,000	26,000	-	0.34	0.34
Public Works Project Coordinator - Extend Fixed-Term for Tw o Years	10,207	10,888	681	0.08	0.08	-
Total Changes, Plannning, Housing, and Sustainability			\$ 859,477			3.34



**Table 7-47: Planning, Housing and Sustainability
Department Detail**

	2015 Actual		2016 Approved Budget		2017 Recommended Budget		Variance - 2016 Approved to 2017 Recommended	
	Standard		Standard		Standard		Standard	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration	4.78	\$ 698,031	4.83	\$ 642,460	4.83	\$ 684,420	-	\$ 41,960
Flood Program	1.00	133,544	0.33	40,456			(0.33)	(40,456)
Subtotal	5.78	\$ 831,575	5.16	\$ 682,916	4.83	\$ 684,420	(0.33)	\$ 1,504
Planning								
Comprehensive Planning	7.28	\$ 1,315,301	11.45	\$ 1,390,117	10.60	\$ 1,729,325	(0.85)	\$ 339,208
Ecological Planning	1.46	213,206	1.46	212,997	1.46	244,412	-	31,415
Historic Preservation	2.17	316,889	2.17	269,946	2.17	297,058	-	27,113
Building Permit Plan Review and Issuance (Zoning Compliance)	7.39	928,882	7.39	876,991	7.39	939,229	-	62,238
Building Permit Site Inspection	1.01	147,784	1.01	154,896	1.01	164,545	-	9,649
Development Review	8.57	1,151,491	10.73	1,120,630	11.73	1,343,592	1.00	222,961
Zoning Administration and Enforcement	0.82	119,746	0.82	96,339	0.82	100,916	-	4,577
Base Map Data Maintenance	0.24	35,048	0.24	28,197	0.24	29,536	-	1,340
GIS Services	0.42	61,333	0.42	46,044	0.42	51,689	-	5,644
Engineering Permits	0.64	93,460	0.64	77,791	0.64	78,764	-	972
Rental Housing/Short Term Rental Licensing	0.23	33,587	0.23	32,722	1.73	122,908	1.50	90,186
Subtotal	30.23	\$ 4,416,727	36.56	\$ 4,306,672	38.21	\$ 5,101,975	1.65	\$ 795,303
Housing								
Affordable Housing Planning / Development Review / Project Management	3.34	\$ 1,174,975	5.44	\$ 624,330	6.64	\$ 801,327	1.20	\$ 176,997
Asset Management and Monitoring	2.84	138,551	2.72	273,589	2.66	282,879	(0.06)	9,290
Community Development	1.84	138,551	2.72	273,589	2.66	282,879	(0.06)	9,290
Funding: Housing	1.84	14,076,288	-	4,436,115	-	4,460,853	-	24,738
Homeownership Programs	3.34	236,283	4.08	451,826	3.99	438,682	(0.09)	(13,144)
Subtotal	13.20	\$ 15,764,648	14.95	\$ 6,059,449	15.95	\$ 6,266,620	1.00	\$ 207,171
Climate and Sustainability								
City Organization Sustainability	0.25	\$ 77,749	0.25	\$ 103,205	0.75	\$ 126,971	0.50	\$ 23,766
Energy Efficiency and Conservation	5.25	1,945,995	5.25	1,839,877	5.00	1,772,240	(0.25)	(67,638)
Waste Reduction	5.55	1,238,030	5.55	1,241,467	6.55	1,225,606	1.00	(15,861)
Subtotal	11.05	\$ 3,261,775	11.05	\$ 3,184,549	12.30	\$ 3,124,817	1.25	\$ (59,733)
Cost Allocation and Transfers								
Cost Allocation and Transfers		\$ 741,709		\$ 741,977		\$ 1,130,302		\$ 388,325
Subtotal		\$ 741,709		\$ 741,977		\$ 1,130,302		\$ 388,325
Total	60.26	\$ 25,016,435	67.72	\$ 14,975,562	71.29	\$ 16,308,133	3.57	\$ 1,332,571



**Table 7-47: Planning, Housing and Sustainability
Department Detail (Cont'd)**

	2015 Actual		2016 Approved Budget		2017 Recommended Budget		Variance - 2016 Approved to 2017 Recommended	
	Standard FTE	Amount	Standard FTE	Amount	Standard FTE	Amount	Standard FTE	Amount
	EXPENDITURE BY CATEGORY							
Personnel		\$ 6,101,277		\$ 6,905,609		\$ 7,403,871		\$ 498,263
Operating		18,014,747		7,127,315		7,563,159		435,844
Interdepartmental Charges		158,702		200,661		210,800		10,139
Other Financing		741,709		741,977		1,130,302		388,325
Total		\$ 25,016,435		\$ 14,975,562		\$ 16,308,133		\$ 1,332,571
STAFFING AND EXPENDITURE BY FUND								
General	10.40	\$ 2,139,468	12.73	\$ 2,424,513	15.65	\$ 3,086,182	2.92	\$ 661,669
Planning and Development Services	32.41	5,015,882	35.79	4,533,878	36.44	5,151,440	0.65	617,562
Climate Action Plan	5.25	2,044,456	5.25	1,955,433	4.75	1,828,900	(0.50)	(126,533)
Affordable Housing	4.95	13,057,105	6.38	1,570,292	7.63	1,737,774	1.25	167,483
Community Housing Assistance	4.95	2,205,845	5.07	3,172,624	4.82	3,125,866	(0.25)	(46,758)
Community Development Block	1.30	256,146	1.25	539,318	1.00	552,775	(0.25)	13,457
HOME Investment Partnership Grant	1.00	297,532	1.25	779,504	1.00	825,194	(0.25)	45,691
Total	60.26	\$ 25,016,435	67.72	\$ 14,975,562	71.29	\$ 16,308,133	3.57	\$ 1,332,571