

APEC Transportation Working Group

Steering Committee:
Safe and Environment-Friendly Transportation Systems

Intelligent Transportation Systems (ITS) Experts Group

In collaboration with
Intermodal Task Force and
Electronic Commerce Group

Project Proposal

20 February 2003

“Enhancing Secure Trade and Efficiency in the APEC Region with Intelligent Transportation Systems (ITS) And Electronic Commerce Technologies”

PHASE 2 – Initial Planning and Concept Development

Responding to Ministerial direction and capitalizing on a study currently underway (Phase 1), this proposal (Phase 2) defines initial planning and concept development activities for a multi-phase demonstration project. The proposed Phase 2 activities build upon and use the results of the Phase 1 activities to begin the implementation of the STAR initiative. In particular, this Phase 2 effort will explore the implementation of ITS and E-Commerce technologies to enhance supply chain security and efficiency within the APEC region by automating critical security-related functions. It includes ITS technologies such as electronic cargo seals and transponders on east- and westbound end-to-end freight shipments. It makes use of electronic manifests. It builds on related projects being funded by business and public sectors. It includes developing as well as developed APEC economies.

APEC PROJECT FORMAT

Facesheet

Project seeking APEC funding

Operational Account

Project number: TPT 06/2003	Date received by Secretariat: 10 March 2003
Name of Committee/Working Group: <ul style="list-style-type: none"> • Steering Committee: Safe and Environment-Friendly Transportation Systems • Intelligent Transport Systems (ITS) Experts Group <p>In cooperation with the Intermodal Task Force and the Electronic Commerce Group</p>	
Title of Project: Enhancing Secure Trade and Efficiency in the APEC Region with Intelligent Transportation Systems (ITS) and eCommerce Technologies (“ <i>the APEC Secure Trade Project</i> ”)	
Proposing APEC Economy: United States	
Co-sponsoring APEC Economy (ies): Australia, Canada	
Project Overseer: Name, Title and Organization (M/F) Walter Kulyk (Chair, ITS Experts Group), Director, Office of Mobility Innovation, Federal Transit Administration, US DOT (M)	
Postal address: 400 7th Street, S.W., Room 9402 Washington, D.C. 20590	Tel: US 202-366-4991 Fax: US 202-366-3765 Email: Walter.Kulyk@fta.dot.gov
Total cost of proposal (US\$): \$62,476.00	Amount being sought from APEC Central Fund (US\$): \$49,976.00
Type of Project: <input type="checkbox"/> seminar/symposium <input type="checkbox"/> short-term training course <input type="checkbox"/> survey or analysis and research <input type="checkbox"/> database/website <input checked="" type="checkbox"/> others (<i>Please specify</i>) Technology Demonstration	
Project start date: Phase 2, April 2003	Project end date: Phase 2, December 2003
Brief description of Project, its purpose and the principal activities (including when and where) : Urgent funding is requested for this project as approximately 90 percent of the world's non-bulk cargo moves by container, over 48 million cargo containers move globally between major seaports each year, and 21 of the world's 30 top container seaports are in APEC economies. It is vital both from an economic and national security standpoint that the integrity of the goods in the containers remain intact throughout the supply chain. We must do our utmost to prevent terrorist events connected with the intermodal supply chain, since they might lead to trade	

closures that could be devastating to APEC economies.

The overall project effort consists of multiple phases with overlaps among the phases to ensure effective transition:

1. Analysis of Container Track and Trace Technologies (presently underway)
2. Initial Planning and Concept Development (the subject of this proposal)
3. Detailed Planning and Design
4. Initial Demonstration Deployment
5. Full Demonstration Deployment and Operations

The purpose of the overall project is twofold: to enhance Secure Trade in the APEC Region (STAR), end-to-end, by accelerating deployment of effective technologies; and to use the security improvements to enhance the efficiency of supply chain and trade activities. The project is responsive to the Leaders and Ministers direction from the Shanghai, Lima (ministerial) and Los Cabos meetings: it provides for the early implementation of the STAR initiative in a rapidly evolving multi-phased approach, with each phase gaining momentum from the previous phase. The project will show measurable results to the Ministers and Leaders in 2003 if urgent funding is approved. In addition to being responsive to the STAR Initiative, it also demonstrates the effectiveness of Intelligent Transportation Systems (ITS) technology and facilitates the development of ITS standards that enhance interoperability amongst economies.

Phase 1, Analysis of Container Track and Trace Technologies (currently underway). As coordinated at APEC-TPT21 in Brisbane, the *Sea and Air Container Track and Trace Technologies: Analysis & Case Studies Project* (the "APEC Track and Trace Project" for short) constitutes Phase 1 of this overall project. Phase 1 is currently assessing the integration of track and trace tools across APEC economies, surveying user needs for such tools, and developing several case studies. That activity will recommend best practices in order to improve supply chain efficiency and effectiveness.

Phases 2 through 5 will build upon Phase 1, broadening its scope and impact in three ways: first, applying the technologies to container security applications; second, demonstrating end-to-end use of the tracking and tracing technologies and best practices, and third, facilitating the development of ITS standards that enhance interoperability among APEC economies. Phases 2 through 5 will include movements among five load center ports plus other ports. The load center ports will be Los Angeles/Long Beach, Seattle/Tacoma, Vancouver, Hong Kong, and Singapore

Phase 2, Initial Planning and Concept Development: This phase (the subject of this proposal) will lay the foundation for subsequent work. It includes developing the concept for combining phase 1 results, STAR goals, non-APEC-sponsored supply chain security initiatives, end-to-end demonstrations, standards development, and a possible transition to operational use of the project results. One goal of the phase will be to identify options to expedite the process to get the project integrator and demonstrations in place and under way. Phase 2 will require coordinating with stakeholders and participants in multiple projects and initiatives, vetting and refining the concept with them, and informally enrolling stakeholders in this project. It also includes addressing the need for independent evaluations; preparing preliminary recommendations for phases 3, 4, and 5; and transitioning into Phase 3. Phase 2 will address movements from origin of goods, through multimodal conveyance including road, air, ship, and rail to final destination; performance will be measured at intermodal transfer points as well as

border crossings. It will address east- and westbound trades. It will also address ITS technologies connected with "smart containers," such as electronic seals and sensors, and eCommerce technologies, especially electronic manifests. The U.S. will host a meeting to get buy-in from potential participants and to reach agreements on partnerships and in-kind contributions. A report will be written documenting the findings of this phase and outlining the subsequent phases.

Phase 3, Detailed Planning and Design: During Phase 3, a detailed project plan, including a cost estimate, will be written for the demonstrations/deployments in phases 4 and 5. A multi-national project management team supporting APECTPT oversight will be formed to steer the project. Partnerships will be formalized. The concept of operations and the project design will be documented.

Phase 4, Initial Demonstration Deployment: This initial demonstration will be limited in the number of shipping lanes, number of ports, and the range of technologies and best practices employed. Reflecting APEC's diversity, it will include goods shipments originating in both developing and developed APEC economies destined for other APEC economies. Phase 4 is likely to include multiple trade lanes, transshipment ports when appropriate, and in-bond border crossings.

Phase 5, Full Demonstration Deployment and Operations: The limited demonstration will be refined based upon lessons learned and expanded to more technologies, ports, shippers, and trading lanes. It will add more inland movements from origins to ports and from ports to final destinations, and it will include shipments destined for developing economies. The achieved capabilities will be used operationally and will serve as a springboard to full-scale use throughout the APEC region and to the development of standards.

It is expected that Phase 2 can be completed and progress begun on phase 3 in calendar year 2003; and phases 3, 4, and 5 will take three to four years to complete.

Signature of Project Overseer:

(Separate written confirmation acceptable for email submission) Date:

Signature of Committee Chair/WG Lead Shepherd: *(Not applicable to Progress Report and Evaluation Report)*

(Separate written confirmation acceptable for email submission) Date:

ECOTECH Weightings Matrix

Criteria	Supporting Information (<i>indicate paragraph number if details are in the project proposal</i>)	Linkage (1 point per criterion)
Responds to a <u>specific</u> instruction from Leaders/Ministers ¹	Responds to direction of the Transportation Ministers to establish a project to demonstrate the effectiveness of ITS technology. (Paragraph 2)	1
Meets a core ECOTECH theme under the <i>Manila Declaration</i> ¹	Assuring secure supply chains supports strengthening economic infrastructure. Also responds to security priority expressed by Leaders in Shanghai and Los Cabos. (2)	1
Responds to the Common Policy Concepts, Activities and Dialogues identified in Part II of the <i>Osaka Action Agenda</i> ¹	Responds to Transportation Common Policy Concepts. (1, 2, 4) Responds to Transportation Activities and Dialogues. (1, 2, 4, 8)	1
Responds to a <u>specific</u> ECOTECH Initiative ²	APEC Blueprint for Action on Electronic Commerce. (6,8) Declaration on an Asia-Pacific Framework for Strengthening Economic Cooperation and Development (4, 5, 6)	1
Improves skills, including in new technologies	Improves skills in multiple economies related to ITS and supply chain security. (4)	1
Builds capacity and strengthens institutions	Builds security capacity. (4, 5)	1
<u>Measurably</u> improves economic efficiency/performance ³	Enhances efficiency related to security inspections--reflected in private business participation. (1, 4, 5)	1
Is of <u>practical</u> benefit to the private/business sector; has private/business sector <u>participation</u> ; and/or <u>funding</u> ⁴	Builds on private/business security automation initiatives; has business participation. (6)	2

Assists economies attain sustainable growth and equitable development, while reducing economic disparities among APEC economies and improving economic and social well-being	Reducing the vulnerability of APEC supply chains to terrorism supports sustainable growth, and enhancing supply chain security in developing economies will reduce economic disparities. (4)	1
Supports a TILF objective, as laid down in Part I of the <i>Osaka Action Agenda</i> ¹		N/A
Disseminates information including through seminars/websites/databases ⁵		
Outline the <u>outcome</u> and how members will benefit ⁵		
	Net Score (Maximum = 12)	10

Footnote

- ¹ Identify which instruction/ECOTECH theme/OAA element.
- ² See <http://www.apecsec.org.sg/ecotech/index.html>
- ³ Policy outcomes that include development of energy efficiency guidelines, food safety standards etc
- ⁴ One point for each element up to a maximum of 3 points.
- ⁵ Not scored

Remarks *(Please indicate if not applicable e.g., for TILF projects. Additional information in support of projects which do not score as highly as a lower-ranked project may also be provided here by the Lead Shepherd/Chair).*

A. Project Design

Project Objectives

- 1) The purpose of the total project is two-fold: to begin implementation of the STAR initiative by accelerating deployment of ITS and eCommerce technologies to enhance end-to-end supply chain security among the APEC economies; and to use the security improvements to enhance the efficiency of supply chain and trade activities. Related project goals are to demonstrate the effectiveness of ITS technology and further the development of appropriate international standards, in part by applying available and developing standards.

This is a five-phase project, phase 1 of which is already underway in the form of the APEC Container Track and Trace project, with Australia as the lead economy. Its objective is to develop track and trace best practice recommendations to improve supply chain efficiency and effectiveness. The objective of phase 2 is to build the foundation for the following phases. The objective of phase 3 is to definitize arrangements for the demonstrations and independent assessment. The objectives of phases 4 and 5 is to demonstrate and assess the effectiveness of smart container technologies, such as electronic cargo seals, throughout the supply chain; efficiencies in inspecting seals and collecting cargo chain of custody information; integration of e-seals with other en-route ITS technologies; and the usefulness of electronic cargo manifests.

Measures will be quantitative and qualitative. Quantitative measures will include comparative measures of the effectiveness of e-seals in different environments (read rates at different speeds; false positives; chain of custody audit trail completeness). Qualitative measures will include evaluation interviews or surveys with cargo shippers, terminal operators, transportation carriers, customs officials, and transportation officials. The measures for Phase 2 will be the willingness of business and other stakeholders to participate in Phases 4 and 5, and by the development of credible plans and proposals for those phases.

- 2) This project is responsive to the Leaders' counter-terrorism statements issued in Los Cabos and Shanghai. It relates directly to and initiates the implementation of two of the cargo security aspects of the initiative to Secure Trade in the APEC Region (STAR). The project supports a container security regime; supports provision of advance electronic information via electronic manifests; and promotes private-sector adoption of high standards of supply chain security. The project was developed at the direction of Ministers at the Third Transportation Ministerial Meeting held in May 2002 to "establish a project that will demonstrate the effectiveness of ITS technology and facilitate development of ITS standards that enhance interoperability amongst economies. The project will include elements of tracking container freight movements through intermodal port facilities to their ultimate destination and the provision of port clearance through customs using E-commerce."

Approximately 90 percent of the world's non-bulk cargo moves by container. Globally, over 48 million cargo containers move between major seaports each year and 21 of the

world's 30 top container seaports are in APEC economies. It is vital both from an economic and national security standpoint that the integrity of the goods in the containers remain intact throughout the supply chain. We must do our utmost to prevent terrorist events connected with the intermodal supply chain, since they might lead to trade closures that could be devastating to APEC economies. For this reason, we are requesting urgent funding for the proposed project.

This project builds on and incorporates project TPT 01/2002T, Sea and Air Container Track and Trace Technologies: Analysis and Case Studies, now considered phase 1 of the proposed project. Phase 2 of the project, for which funding is requested, is to conduct preliminary planning and concept development on an integrated approach to security covering the entire logistics and transportation network by focusing on accelerating deployment of effective Intelligent Transportation Systems (ITS) technologies that will not only enhance the efficiency of the supply chain and trade activities, but also improve the security of the movement of the goods. The project will also examine ongoing efforts outside APEC sponsorship in order not to duplicate what is currently being done but to add value and fill-in the missing links.

- 3) This does not apply since TILF funding is not being requested.

Linkages

- 4) Direct and indirect benefits will accrue throughout the supply chain. Direct benefits include enhanced security and improved efficiency in the APEC economies. The indirect benefit will be the increased awareness of customers, trading partners, and government agencies that a participating firm is serious and effective about security, which should support both business growth and greater credibility. Thus the private sector beneficiaries include participating shipper/receivers (factories and distribution centers); transportation/ocean terminal operators; and transportation carriers. Public institutions will benefit as well: Customs and law enforcement agencies will benefit from an additional layer of supply chain security protection; and transportation managers will enjoy an added source of ITS flow information. Economies and individuals will benefit through skill development in new technologies.
- 5) The deliverables of phases 4 and 5 will be assessments of automated container security management via e-seals and electronic manifests. The assessments will address at least 6-8 trade routes, including developing economies, with the necessary infrastructure in place. Assuming that the demonstrations are successful, participating firms, customs agencies, and other bodies will have the option to continue on a fully self-funded basis after the project is complete.
- 6) The business/private sector will be active participants in this project. For example, the Smart and Secure Tradelanes (SST) initiative is a consortium of global container port operators, shippers, and technology providers. SST members, on their own initiative and with a mix of private and public funds, began to apply e-seals and related security measures to sample shipments from Asian ports to the US in November 2002. The project managers of SST and at least one of the port operators have indicated informally

that they will contribute to phase 2 and SST has indicated a willingness to be the integrator for phases 3, 4, and 5, or to participate in them. At least one non- [or quasi-] governmental institution will participate in the project: the Alameda Corridor Development Authority, which is responsible for the container-rail corridor out of the ports of Long Beach and Los Angeles in the US. Every effort will be made to include the Port of Vancouver, British Columbia whose representatives have indicated a strong interest in early involvement in planning and execution of the project. Within APEC, three fora are involved: the ITS Experts Group; the Intermodal Task Force; and the Electronic Commerce Group.

- 7) Given the importance of trade to the APEC economies, this project will add value in an area of paramount importance to the APEC member economies. The project will fit new technologies and best practices to the context of APEC economies and business practices.
- 8) This project will both draw on and contribute to other projects. A prime example is the APEC Container Track and Trace project, which is integrated into this project as phase 1. Another example is the Intermodal Trade Corridor (IMTC) project between Washington State in the US and British Columbia in Canada, a test of e-seals and other ITS technologies for cross-border in-bond shipments. A third example is the US air/highway intermodal freight project that developed and applied electronic manifests and biometric credentialing. The fourth example is Operation Safe Commerce (OSC). OSC is a major supply chain security initiative that includes Europe, North America, and Asia. Begun with US\$28M in US government funding, OSC will include multiple business process and technology initiatives to enhance security. Two of the three initial US port complexes in OSC are Los Angeles/Long Beach and Seattle/Tacoma, both critical to the STAR initiative.

Methodology

- 9) Phase 2 is an initial planning and concept development activity, designed to lay the foundation for Phases 3, 4, and 5. The subtasks, methodology, and scheduling are in the following table. Actual calendar dates may vary based on the availability of funding and authorization to start work.

Phase 2 Subtasks		Schedule
2-A	<p>Lay the Foundation</p> <ul style="list-style-type: none"> ● Review work in progress and preliminary results of the APEC Container Track and Trace project, and coordinate with project team on how to adapt results to STAR security applications. ● Review available information on on-going and planned non-APEC-sponsored security/intransit visibility projects, including Smart and Secure Tradelanes, Operation Safe Commerce, and the US and Canadian IMTC project. ● Review on-going electronic manifest efforts (US e-manifest project in Chicago, SST, and OSC) ● Draft concept sketch plan 	<p>Start of work - assume end of April '03</p> <p>1.5 months elapsed time - assume mid-June</p>
2-B	<p>Stakeholder Involvement</p> <ul style="list-style-type: none"> ● Stakeholder outreach and limited field visits ● Refine concept in sketch plan ● Stakeholder enrollment for later phases ● Development rough resource and cost-share estimates ● Be accessible to/communicate with potential phase 3 integrators 	<p>Start overlaps with 2-A</p> <p>2 months - assume late July</p>
2-C	<p>Draft Conceptual Plan for Phases 3, 4, and 5</p> <ul style="list-style-type: none"> ● Draft preliminary plan/report ● Address communications and publicity ● Address recommendation for independent evaluation of project results ● Informal review with key stakeholders ● Finalize, deliver and brief to Overseer ● Brief and facilitate pre-phase 3 meeting hosted by the US. 	<p>Start overlaps with 2-B</p> <p>2 months - assume mid-September</p>
2-D	<p>Transition/Coordination for Phase 3</p> <ul style="list-style-type: none"> ● Assume there will be a new task manager or integrator for Phase 3 ● Low level labor to coordinate with Overseer and Phase 3 integrator during the transition. 	<p>Concludes December 2003</p>

Travel may be needed in subtask 2-A to coordinate with the phase 1 team on adapting their work to phases 4 and 5; if it is necessary, the trip to Sydney would be combined with subtask 2-B travel.

Travel will be needed in subtask 2-B to coordinate with stakeholders and potential participants in phases 4 and 5; this includes trips to load center ports of Los Angeles/Long Beach, Seattle/Tacoma, Vancouver, Hong Kong, and Singapore, plus a second trip to one of the North American west coast ports.

Travel will be needed to Washington to coordinate with the Project Overseer late in subtask 2-A and to brief him on results in subtask 2-B. Travel will be needed in subtask 2-C to attend the pre-phase 3 meeting; budget assumes cost to be covered as part of US sponsorship of that meeting.

Given the cost of travel in dollars and time, a phase 2 project management goal is to attempt to reduce trips by extensive conference calls and combining meetings in central locations. If this is possible, it will permit more funds to be preserved for labor in subtask 2-D, transition/coordination with the phase 3 integrator.

- 10) At least nine member economies are likely to participate in Phases 4 and 5. They are Australia, Canada, China, Hong Kong, Japan, the Philippines, Singapore, Thailand, and the United States. Phases 2 and 3 will address the order in which economies are included and the possibility of adding more economies. The project may be considered by the TPTWG as a "Pathfinder Initiative" upon consideration of Phase 2 analysis.

Dissemination of Project Output

- 11) The phase 2 output will be distributed electronically, plus some xerographic distribution. The project output of most visibility will come from phases 4 and 5. The phase 2 deliverable will address the communications plan for those phases. In addition to traditional hard copy and internet methods, communications will use a more vivid technique during the execution of phases 4 and 5: organizing at least two formal and several informal operational demonstrations at sites in different economies. The demonstrations will be planned to mitigate travel expenses for those involved.

Gender Concerns

- 12) The objectives of the project -- enhancing trade security and efficiency -- provide indirect benefits for women by strengthening the growth in the member economies.
- 13) During Phase 2, participation of women will be sought in the planning, management, and execution of Phases 3, 4, and 5.
- 14) As a minimum, women will be able to participate equitably in the development and implementation of the project because of their professional roles in many of the businesses and agencies that will be involved in the project.

- 15) The project will not collect or use sex-disaggregated data to measure the project's effects on women.
- 16) In developing the communication and publicity plans during Phase 2, consideration will be given to the value and options of disseminating the results to women's organizations.
- 17) None of the Phase 2 budget will be earmarked for the specific needs of women.
- 18) The project proponent will assess the impact of the project on women as part of the Phase 4/5 project evaluation.

Budget

- 19) Phase 2 is planned for APEC funding, leveraged by the in-kind contribution of planning support from stakeholders and financial support from the US in hosting a related workshop/meeting. Phase 3 is planned for APEC funding. Phases 4 and 5 will benefit from related and possibly direct funding from member economies and in-kind contributions from private businesses. For example, SST is partially funded by the Economic Development Board of Singapore and private funds from several global port operators, plus in-kind contributions. The US and Canadian governments are underwriting e-seal/ITS field operational tests in and between the state of Washington (Seattle/Tacoma) and the province of British Columbia (Vancouver). Additional contributions for Phases 4 and 5 will be identified in the course of Phase 2. The itemized budget for Phase 2 of the project is in the prescribed format for applications under the Operational Account, using the format at Annex A1. The total is US\$62,476, of which the US will provide approximately US\$12,500. The APEC cost is US\$49,976: US\$40,000 for labor; US\$5,565 for air fares; US\$4,061 for per diem and miscellaneous; US\$50 for photocopying; and US\$300 for communications.
- 20) The timetable for the drawdown of APEC funding for Phase 1 is shown below and reflects the heavy weighting of work at the early part of the project. Payment will be requested for consultant support on time-and-materials basis as labor and other costs are incurred. Invoicing will be quarterly.

-----A1

<u>Timetable for Drawdown of APEC Funding</u>	
<u>2003</u>	<u>Estimated Drawdown</u>
April	
May	
June	\$26,000.00
July	
August	
September	\$20,000.00
October	
November	

<u>Timetable for Drawdown of APEC Funding</u>	
<u>2003</u>	<u>Estimated Drawdown</u>
December	\$ 3,976.00
Total	\$49,976.00

- 21) Waivers are requested to permit directed award and partial advance payment for phase 2. Both waiver requests are due to the urgency of the APEC trade security requirement as has been stated by Ministers and the Leaders and this project proposal addressing those concerns. The economic impact of any successful trade-related terrorist event--including subsequent port or airfreight shutdowns--is likely to be devastating; the vulnerabilities are many; and the importance of rapid action is pressing.

A directed award to an entity already fully engaged in the area will permit this proposed activity (i.e., Phase 2) to avoid two sets of delays: the competitive acquisition process, and the learning curve for chosen workers who are not already fully versed in the elements of the project.

While Phase 2 (Initial Planning) will use a directed award, the subsequent phases will be competed. In order to preclude any competitive advantage on subsequent phases, the Phase 2 contractor will make himself available on a non-exclusive basis to any team wanting to bid and will not bid himself as prime.

Partial advance payment (according to the drawdown schedule in paragraph 20) will permit the urgent progress to continue in the most cost-effective manner because funding has been requested for approval outside normal budget cycles.

Assessment of Project

- 22) Phase 2 will propose quantitative and qualitative criteria for measuring the short and long-term results of Phases 4 and 5. Phase 2 will also prepare a recommendation for an independent assessment of project results, including some method to establish comparative baseline data.

APEC Operational Account
Itemized Budget for Financial Year 2003 ¹

Items			APEC Funding (USD)	Self Funding (USD)
<i>Direct Labour</i>	No. of Hours	Unit Rate		
- Speaker's Honorarium				
- Consultant (including Researcher) Fees	250	\$160	\$ 40,000.00 \$ 38,500	
- Consultant's Secretary Cost				
<i>Travel (see attached detail)</i>				
- Per Diem (including accommodation and "additional payment")	See "Travel Cost Details," below		\$ 4,061.00	
- Airfare	See "Travel Cost Details," below		\$ 5,565.00	
	No. of Copies	Unit cost		
<i>Publication of report (including distribution)</i>	Electronic publication plus photocopies			
<i>Photocopying</i>	\$ 50.00		\$ 50.00	
<i>Communications (Phone/ Fax/ Mail/ Courier)</i>	\$ 300.00		\$ 300.00	

¹ If project straddles more than one year, please indicate the amount of funds required for each of the two financial years in question.

Items			APEC Funding (USD)	Self Funding (USD)
<i>Other</i> (Hosting meeting to get buy-in from potential participants and to reach agreements on partnerships and in-kind contributions.	\$ 12,500.00	.		\$ 12,500.00
<i>Total</i>			\$ 49,976.00 \$ 48,476.00	\$ 12,500.00

