

RESOLUTION NO. 2016- 218

A RESOLUTION AWARDING A CONTRACT TO MGR2, LLC, LUMBERTON, NJ FOR CONSULTANT SERVICES FOR PREPARATION OF ECONOMIC DEVELOPMENT STRATEGIC PLAN, IN AN AMOUNT OF \$34,500.00.

WHEREAS, the City of Vineland Economic Development has heretofore advertised for proposals for Consultant Services for Preparation of Economic Development Strategic Plan, which includes assistance in recruiting businesses to Vineland; and

WHEREAS, the Requests were sent to several vendors, published in the City's official newspaper; and

WHEREAS, one proposal was received and reviewed by the Director of Economic Development; and

WHEREAS, the Director has recommended that a contract for the required services be awarded to MGR2, LLC, Lumberton, NJ based upon the proposal received, pursuant to a fair and open process; and

WHEREAS, this contract is awarded in the amount of \$34,500.00 for specified services, for a contract period of one year from date of award; and

WHEREAS, the availability of funds for said Contract to be awarded herein have been certified by the City Comptroller; and

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Vineland that said contract to provide for Consultant Services for Preparation of Economic Development Strategic Plan, be awarded to MGR2, LLC, Lumberton, NJ, based upon the proposal received, pursuant to a fair and open process, in the amount of \$34,500.00 for a contract period of one year from date of award.

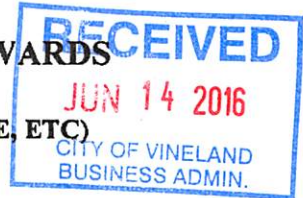
Adopted:

President of Council

ATTEST:

City Clerk

REQUEST FOR RESOLUTION FOR CONTRACT AWARDS
UNDER 40A:11-5 EXCEPTIONS
(PROFESSIONAL SERVICES, EUS, SOFTWARE MAINTENANCE, ETC)



6-14-2016

(DATE)

1. Service (detailed description): Provide a strategic plan for economic development and assist in business recruitment.
2. Amount to be Awarded: \$ 34,500.00
 Encumber Total Award
 Encumber by Supplemental Release
3. Amount Budgeted: \$ 36,000
4. Budgeted: By Ordinance No. _____
Or Grant: Title & Year Resolution 2015-504 Grant Agreement with UEZ
5. **Account Number to be Charged: 025-0-00-50-5001-6144554
6. Contract Period: 12 months
7. Date To Be Awarded: June 28, 2016
8. Recommended Vendor and Address: MGR2, LLC, 5 Azalea Drive,
Lumberton, NJ 08048
9. Justification for Vendor Recommendation:(attach additional information for Council review)
An RFP was issued and they were the only ones to respond because they not only have the qualifications to do the strategic plan, they also have the ability to assist in recruiting businesses to Vineland. The proposal was below budget.
 Non-Fair & Open (Pay-to-Play documents required)
 Fair & Open: How was RFP advertised? Purchasing advertised.
10. Evaluation Performed by: Sandra Forosisky
11. Approved by: To be approved by City Council
Mayor approved.
12. Attachments:
 Awarding Proposal
 Other: _____
 - Send copies to:
Purchasing Division
Business Administration

** If more than one account #, provide break down



Discover The Difference 

Memo

To: Bob Dickenson, Assistant Business Administer 

From: Sandy Forosisky 

Date: June 8, 2016

Re: Strategic Plan Consulting Services

Please be advised that the Department of Economic Development wishes to award the contract for preparing a Strategic Plan for Economic Development and Government Resources, Inc. (MGR2) in the amount of \$34,500. The City issued an RFP in April and MGR was the only respondent. They are qualified to perform the tasks required and the cost came in below budget. The RFP not only requested that the company prepare a strategic plan, it also required that the company had the capacity to assist in recruiting businesses to Vineland.

I am requesting that the award of this contract be placed on the next Council work session. The funding will come from the Department of Economic Development's operating budget.



Economic & Government Relations, Strategic Partnering
Barry Lefkowitz, President
5 Azalea Drive, Lumberton, NJ 08048
Phone: 609-267-2855 Cell: 609-458-8329

**Request for Proporsals
For
Consultant Services
For Preparation of
Economic Development Strategic Plan**

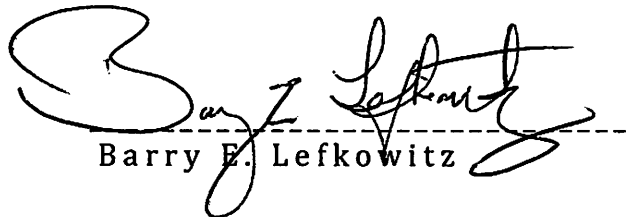
I. MGR STATEMENT

MGR2,LLC is submitting its proposal in response to the RFP from the City of Vineland.

Barry Lefkowitz, President of MGR, Inc will be the principal point of contact for the project. However, the project will be a joint effort of MGR2, LLC, Lynda Hinkle Law Firm and Syntesis in carrying out the scope of services of the project to ensure its success.

MGR2, LLC is located at 5 Azalea Drive, Lumberton, NJ, 08048, (609) 267-2855-Office, (609) 267-8420-Fax, and Barry@mgr-lobbyist.com. MGR is presently a Corporation, however, as of June 1, 2016 we will be transitioning into a LLC.

MGR2, LLC is a partnership of Barry and Fran Lefkowitz, Vice President, of 39 years in existence.


Barry E. Lefkowitz

II. MGR Qualifications

MGR2, LLC, and its principal partner Barry Lefkowitz, bring decades of experience to the project having served as an Economic Development Consultant for municipalities such as Howell Township, Jackson township, Edgewater Park, Bordentown Township, Lumberton Township and Florence Township. Barry Lefkowitz was responsible for forming special Economic Development Advisory Boards that were made up of representatives of the local Chamber of Commerce, Community Leaders, professional staff and the governing body. The Economic Development Advisory Board (EDAB) worked with the community, associations and groups, police and fire, planning and zoning boards.

MGR was responsible for a number of studies in communities it represented, such as the determination of the need for a Referendum on sewerage sections of Route 9 in Howell Township. By properly organizing the Economic Development Advisory Board to educate the community to the economic gains that severing a major highway will bring to the community as a whole. "The Referendum passed, to the surprise of many". (see Addendum I and II)

Edgewater Park and the City of Beverly had two separate fire departments and we did the study and analysis of the benefits of joint fire and EMT Service from both a cost saving perspective and time efficiency stand point.

Mr. Lefkowitz was a member of Burlington Township 504 Waste Water Study Commission and the Lumberton Township Economic Development Committee.

Further, Mr. Lefkowitz served as the Economic Development Consultant (EDC) for the New Jersey Conference of Mayors (NJCM) for almost two decades. He was responsible for training Freshmen Mayors in Economic Development Strategies, programs and provision of materials. In his capacity as EDC for the NJCM, Mr. Lefkowitz was responsible for organizing and being Moderator during the Economic Development Panels at the at the Annual Spring Conference in Atlantic City. (See Addendum III)

Mr. Lefkowitz is the Co-Founder and President for five years of the Greater Lumberton Regional Business Association (GLRBA) which is made up of Lumberton and its five surrounding communities. Also in Lumberton, Mr. Lefkowitz served as Vice President of a major community group known as

"Lumberton Cares" that dealt with issues surrounding the development of the old Nike Base situated between two schools and a major housing development. He helped oversee and negotiate development consistent with the area. Lastly in Lumberton, Mr. Lefkowitz led the Township's efforts in dealing with being the only municipality in the State to have two airports and assisted with the State taking over the airports.

As a former President of the Burlington County Regional Chamber of Commerce, Mr. Lefkowitz presently serves on the Governmental Affairs and Economic Development Committees of the Chamber.

Mr. Lefkowitz serves as a member of the President's Club of the NJ Business and Industry Association and is developing a program with the Chamber of Commerce of South Jersey on manufacturing.

As a Trustee of the foundation Board of Rowan College at Burlington County (RCBC), Mr. Lefkowitz has help create and fund a Workforce Development Program for the New Jersey Technology and Manufacturing Association and initiate a similar project with the Hudson County Community College and with the NJ School Boards Association and the Joint Military Base, where he serves as Outreach Coordinator for the Employee Support of the Guard and Reserves and Vice-Chairman of the Eagle Foundation of the U.S. Air Force Expeditionary Center, the logistics planning arm of the U.S. Air Force, which we are establishing a logistics planning program at RCBC with the Expeditionary Center.

Rowan University has a Workforce Development Program and Mr. Lefkowitz has spoken with Dr. Houshmand, President of Rowan, and Vice President Steve Weinstein about joint efforts with Vineland.

The MGR Team

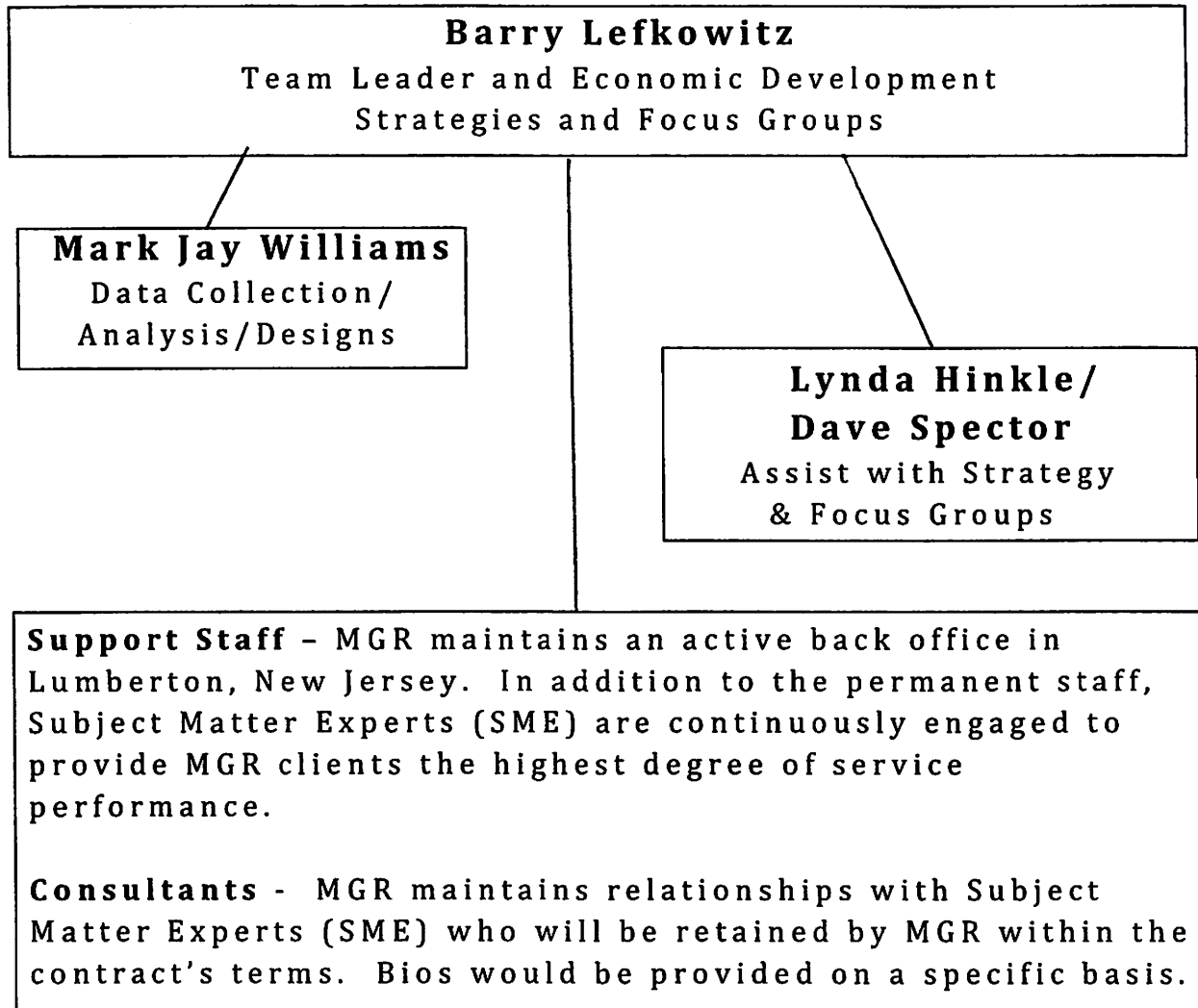
The MGR team is supplemented by the strong background and experience of:

Mark Jay Williams, President of SYNTESIS, Inc. has a unique competency in acquiring, merging, managing, analyzing and collaborating on primary and secondary data, providing decision science and strategic planning support to executive, legislative, judicial and local government agencies. Prior to founding SYNTESIS, Jay had extensive work experience as a Senior Director in Higher Education and K12 Education and Fortune 200 Financial and Electronics Industry. Jay began his New Jersey state service in 1992 as a Governors Fellow assigned to the Council of Economic Advisors and the Department of the Treasury, and was the Chief Administrator for the Nation's first State-College-City Commission tasked with improving Trenton's efficiency and effectiveness (National Productivity Award Winner 1993). After 18 year of state service, Jay then served as the Principal Economics Fellow for the Common Sense Institute of New Jersey, a progressive think-tank for more effective government, and has served as an Economic Advisor to several Executive and Legislative Commissions and Task Forces. Founding SYNTESIS in 2009, Jay focused his practice to Education and Local government decision-support technology integration. Jay holds multiple Masters in Quantitative Sciences, and completed all Doctoral coursework in Economics and Strategic Management.

Jay will act as a Management & Government Resources (MGR) consultant for development and writing of the Economic Development Strategic Plan Executive Summary and supporting data acquisition and analytics management.

Lynda Hinkle, Esq. and David Spector will provide their expertise in community organizing and involvement skills to assist MGR in clarifying the mission, connecting MGR to additional resources to maximize our efforts, developing marketing and public relations strategies in executing our plan. Further, they will supplement MGR's ability to have access to developers and project managers to encourage new business to Vineland and accessing decision makers at the County, State and Federal levels to provide incentives for potential businesses.

Team Organizational Chart



Team Abstract Resumes & Background

Barry Lefkowitz

Mr. Barry Lefkowitz - President, Management & Government Resources, Inc. has spent the past 40 years advising Mayors and Councils in economic and business development, whereby he represented many towns before executive and legislative branches. Through legislation and management strategies,

Mr. Lefkowitz has provided his clients the tools they need to adapt and grow in an ever changing economic climate. For many years Mr. Lefkowitz has been an invited speaker and trainer of new Mayors with the New Jersey Conference of Mayors specific to economic strategies and programs.

Additionally, Mr. Lefkowitz has been responsible for organizing panels and workshops for NJ Mayors on Economic Development. Mr. Lefkowitz has worked extensively with the NJ Department of Community Affairs, NJ Economic Development authority, Business Action Center and Regional and Port and Bridge Authorities to retain existing business and establish new business growth.

Trenton State College - BA. Rutgers University - MA Experimental Doctoral Program in Administration and Sociology. Co-chair, Virtua Hospital NICU fundraiser. Adjunct Professor, Rutgers University, Public Policy. Sr. Adjunct Professor, Rowan College at Burlington County, Political Science.

Mark Jay Williams

Mr. Jay Williams - Consultant to MGR, is a practicing economist with 25+ years work experience in government and industry. Jay has advised several government committees and task forces on subjects ranging from municipal distress, red tape reform, and education reform, and is a sought-after expert on integrating economic and statistical data in strategic planning. He has worked closely with several N.J. Departments, including Community Affairs, Treasury and State and New Jersey industry association, Chambers and Trade Groups on business development. Jay has partnerships with many secondary data sources, to accelerate identification of opportunity. Jay holds multiple Masters in Quantitative Sciences, and completed all Doctoral coursework in Economics and Strategic Management.

Lynda Hinkle

Principal/Lead Attorney/CEO. Law Offices of Lynda L. Hinkle, 2009-Present.

Manages a firm with three office locations in Marlton, Woodbury and Gloucester Township. Employs three attorneys, one Legal Administrator, one legal assistant, and three law clerks.

- Board Member. Burlington County Regional Chamber of Commerce and Chairman of the Economic Development Committee
- Board Member. Rowan University Alumni Board.
- Board Member. Rutgers University Alumni Board
- Recent Grad Council of the Rutgers School of Law- Camden, Fund Development Chair,
- Board Member. Big Brothers Big Sisters of Burlington, Camden, Gloucester County August 2014-January 2016.

- President. Bellmawr Democrat Club. Also County Committee (elected) in Bellmawr.
- Board Member. Volunteer Center of South Jersey. Fall 2013- January 2015.
- Chair of the Administrative Council and Legal Advisor. Pitman United Methodist Church 2012-2014
- Solicitor to the Bellmawr Borough Zoning Board of Adjustments, 2013
- Rutgers University – BA, MA and J:D
- Rutgers School of Law

HON. DAVID A. SPECTOR

- Councilman, Borough of Bellmawr
- Municipal Chair, Bellmawr Democratic Club
- President and Founder, Rutgers-Camden Democratic Club Member, South Jersey Young Democrats.

The Law Offices of Lynda L. Hinkle, LLC, Blackwood, NJ
 Director of Government Affairs

- Developing lobbying work for firm
- Research and writing
- Networking and community relationship development

4th District Legislative Office for Asw. Gabriela Mosquera, Laurel Springs, NJ

Outreach & Communication Coordinator

- Develop, produce and manage social media
- Spearheading the communications for the 4th Legislative District
- Constituent casework and relations
- District office outreach efforts

- Gloucester County Chamber of Commerce Government Affairs Committee
- Gloucester County Animal Shelter Volunteer
- Jewish Family & Children Service of Southern New Jersey Peer Mentor
- Big Brothers, Big Sisters Youth Mentor
- Bellmawr Lions Club Member
- Ronald McDonald House of Southern New Jersey Volunteer
- Cathedral Kitchen Volunteer

Rutgers University, BA in Political Science and MPA (Masters of Public Policy)

Three Business References:

Sheila Harris-Adams, VP,
Parts Life
101 US 130, #530
Cinnaminson, NJ 08077
(856) 786-8675
Sheila@partslife.com

Col. Anthony LaMastra, Former President, Treasurer
New Jersey Technology & Manufacturing Assoc.
Post Office Box 1204
Rahway, NJ 07065
(732) 330-4717
col1lamastra@yahoo.com

James Feigenbaum, Partner,
Fentell Corporation
2301 E. Evesham Road, Suite 702
Voorhees Twp., NJ 08043
(856) 772-1212
jamesfeigenbaum@fentell.com

Three Government References:

Jack Morrissey, Executive Director
New Jersey Conference of Mayors
410 Riverview Plaza
Trenton, NJ 08611
(609) 989-9216
executivedirector@njcm.org

Hon. Tim Konopka,
Howell Township Town Hall
4567 Route 9, North
Howell, NJ 07731
(732) 938-4500

Hon. Mike Kafton,
Jackson Township
95 West Veterans Highway
Jackson, NJ 08527
(732) 928-1260

III. Work Plan

A. Scope

This Economic Development Strategic Plan Executive Summary engagement shall consist of two major components: (i) the preparation and completion of an Economic, Peer and Cluster Analysis, and (ii) the preparation and completion of an Economic Development Action Plan. This engagement will utilize the Vineland's Director of Economic Development as both the Point-of-Contact and Reviewer of strategy, outreach, and production, and Barry Lefkowitz will be the Project Leader.

The Economic, Peer and Cluster Analysis, led by Jay Williams, intent is a focused document that identifies, integrates and presents economic and other socio-demographic data, regional labor market data, and local knowledge to form a comprehensive economic overview for business acquisition and retention decision support. This document will include primary and secondary data at the city, census-tract, and when appropriate block-group level to support both (i) an acquisition strategy for emerging prospect location planning and (ii) a retention strategy for existing business target marketing opportunities. This analysis will include comprehensive geographic-identified demographic, socio-economic, labor force and other indicators, at aforementioned summary and computed (including Peer and Cluster Analysis) levels. The Peer-Analysis shall identify Tri-State Regional and New Jersey statewide towns that have similar economic profiles, and the Cluster Analysis shall identify primary, secondary and tertiary business clusters (industry, merchandise and services) by type, relationship and comparative advantage. Key to the Peer and Cluster analysis is the SIC-driven identification of Peer or Cluster businesses (by name) that provide a statistical-probability of similar existing businesses for Vineland market expansion.

The Economic Development Action Plan, led by Barry Lefkowitz, intent is a focused plan and actions that identifies and integrates the Economic, Peer and Cluster Analysis document with existing Department of Economic Development strategy and actions. This plan and action will be multifaceted, and include (i) a public involvement program that provides community input into the economic development planning process, (ii) a Strength-Weakness-Opportunity-Threat (SWOT) analysis that identifies and optimizes Vineland's economic development opportunities, and (iii) identification of factors that makes Vineland a unique and special

place for business location. This plan shall also include Mayor/Council vision, Departmental initiatives, external organization (i.e., Chamber, Business Action Groups, etc) programs, and other consultant (business, marketing, etc) input.

MGR will identify all business groups local and county that interact with the City of Vineland and community groups within Vineland and develop a working relationship with them to ensure that they provide input and have buy-in to the process working in conjunction with the leadership of business groups and community leaders to develop survey instruments appropriate for businesses and community groups.

After the initial testing of the questionnaires, MGR, in teaming with the business groups, will conduct two forums for input from the local businesses as to obstacles that need to be overcome and on the other hand the advantages that they perceive Vineland has to offer. There will be two community forums for discussing what are the qualities of Vineland that they treasure and those things that can be done to enhance their lives as residents.

Upon Completion of the verbal and written responses a report will be provided first to the governing body and upon acceptance, distribution to the business groups and community groups to show that the process is transparent.

B. Approach (Responsibility)

As identified in (A) above, MGR will act as the Project Lead, and will coordinate all internal and external activity and communications. As identified in (A) above, the Economic, Peer and Cluster Analysis initiatives must be completed initially, and will inform/guide the Economic Development Action Plan initiatives.

The approach below identified both the timeline and milestones. There are nine (9) milestones, which will act as the Project Deliverables. Throughout the process MGR will keep the Director of Economic Development informed of any potential timeline delays, request for additional information, and other significant issues.

C. Executive Summary Outline

1. Lead policy direction for Economic Development office
 - A. Provide policy direction and guidance for key client and project development engagement;
 - B. Work internally with city management to share information and provide guidance critical to the success of economic development activities;
 - C. Provide research and advisory on similar community organizational and marketing best practices (Peer Reference) that can be integrated into city's renewal strategic plan addendums.
 - D. Develop outreach policy for government, business associations, industry sectors and specific business organizations

2. Conduct comprehensive supply and demand economic analysis
 - A. Review and analysis of existing demographic, socio-economic, labor data, and other key economic data;
 - B. Preparation of (A above) key factors into a Demographic and Psychographics Strategic Plan including both city-wide and neighborhood study for the city's retail, commercial and industrial opportunity.
 - C. Identify the community's assets and advantages for integration into an economic development strategy, and align with outreach collateral and strategy;

3. Facilitate Economic Development stakeholders' initiative
 - A. Preparation and facilitation of up to two (2) general community workshops with business community leaders, and other groups focusing on presenting and utilizing (2 above) to define strategic direction;
 - B. Preparation and facilitation of up to two (2) workshops with city staff and key community members (organizations) to identify and prioritize economic development goals and objectives and proposed activities for MGR and staff;

- C. Attendance at Mayor or City Council meetings to discuss findings and progress and additional meetings coordinated.
 - D. Research and Author report on **Business Clusters; Existing, Emerging and Planned**
 - 1. Identify cluster by type (industrial, merchandise, consumer)
 - 2. Identify cluster by relationship (horizontal, vertical, sectoral)
 - 3. Identify comparative advantage of different cluster Types
 - E. Design and implement Economic Development **Tri-State Push Marketing** program
 - 1. Utilize technology-based high-probability key account identification strategy
 - 2. Implement continuous Push-Marketing to State and Region (PA & DE) contacts objectives for commercial and industrial growth.
4. MGR will provide direct internal outreach to mutually-agreed criteria prospective. VDED will be responsible for mutually-agreed organizations
 5. Design and facilitate an **ATTRACT** economic development Strategy, including:
 - A. Identify existing Cluster key organizations with high Probability to locate/relocate;
 - B. Identify planned Cluster key organizations with high probability to locate/relocate.
 - C. Coordinate key organization outreach and relationship management strategy.
 6. Design and facilitate a **RETENTION** economic development strategy, including:
 - A. Facilitate/establish local business action group to present/acquire issue knowledge;
 - B. Advocate for business action group (thru client) to external development resources.
 7. Design and facilitate a **GROW** economic development Strategy including:
 - A. Potential locate/relocate client Customer Relationship Management and Advocacy;
 - B. Introduce and assist with finance and incentive strategy.

IV. Schedule Of Performance

Week 1

- Development of Internal/External/
Consultant Working Team (Lefkowitz)

Week 2

- Approval of Approach Plan and Timeline (herein) (Lefkowitz/
Forosisky)
- Acquire Secondary Data for initial Economic Analysis (Williams)
- Begin Business Stakeholder meetings and agenda (Lefkowitz)
 - *Public survey questionnaire development
(Lefkowitz/ Forosisky)
 - *Focus group agenda
(Lefkowitz/ Forosisky)
- Begin SWOT analysis (Lefkowitz)
MILESTONE #1

Week 3

- Complete preliminary demographic,
socio-economic, labor force Report (Williams)
* incl trends, forecasts, and supply/
demand analysis **MILESTONE #2**
* city-wide, census-tract and appropriate
block-group levels * Deliverable
- Establish Business Stakeholder electronic
Questionnaire (Hard Copy Also Available) (Williams)
* Unique log-in

Week 4

- Complete preliminary Peer and Cluster
Analysis report (Williams)
* by type, relationship and comparative
advantage **MILESTONE #3**

Week 5 - 6

- In process report on Business Stakeholder Analysis (Lefkowitz)
* Complete preliminary SWOT and UNIQUE
analysis (Lefkowitz)
MILESTONE #4
- Begin Final Economic, Peer and Cluster
Analysis report (Williams)
* Integrate Business Stakeholder analysis
& survey
* Integrate SWOT analysis

Week 7

- Complete Economic, Peer and Cluster Analysis
FINAL REPORT (Williams)
MILESTONE #5
- Create Economic Development Action Plan report * Deliverable
(Lefkowitz)

Week 8

- **Complete** preliminary Business Stakeholder Analysis Report (Lefkowitz)
* Deliverable
- Present Economic, Peer and Cluster Analysis report (Williams/
Lefkowitz)

MILESTONE #6

Week 9

- **Complete** preliminary Economic Development Action Plan Report (Lefkowitz)
 - Review statistical-probability targets from Peer Report * Deliverable
 - Develop outreach plan to probability targets

MILESTONE #7

Week 10 - 18

- Coordinate key organization outreach and relationship management plan (Lefkowitz)

Week 19

- Review outreach and relationship management plan activity and results (Lefkowitz/
Forosisky)

Week 20

- Present outreach and relationship management activity and results (Lefkowitz)
 - Recalibrate strategy (Lefkowitz/
Forosisky)

MILESTONE #8

Week 21 - 24

- Continue recalibrated outreach and relationship management plan (Lefkowitz)

Week 25

- Complete Final Economic Development Action Plan FINAL REPORT (Lefkowitz)
MILESTONE #9
* Deliverable

V. ITEMS REQUIRED FROM CITY

Below are the items required from the city. Although this should be comprehensive, MGR reserves the right to ask for reasonable-attained additional items during the engagement.

1. For all Business Organizations, the complete Business Name and Address as identified on Tax, Merchant or other municipal filings (if available, Type of Business) .xls format
2. Any economic or statistical reports on demographics, socio-economics, business trends, etc conducted in the last ten years .pdf preferable
3. List of external organizations influences' which support economic development activities (Chambers, Business Groups, external consultants, community groups, etc)
4. List of five (5) business leaders in each sector (industrial, logistics/warehouse, merchandise, services) that can serve on focus groups, committees, etc
5. Organization Chart identifying Directors and Senior Managers by Division/Department
6. List of Key Management/Contacts for Utility Providers (Water, Electric, Sewer, Gas, Telcom)
7. Current Business and Consumer Rate Plans for Utility Providers
8. Existing Strategic Plan for Department of Economic Development

VI. FEE SCHEDULE

Budget Estimate Summary

The budget estimate, hours and expenses are as follows:

Barry Lefkowitz - 150 hours x \$125.00 =	\$18,750
Lynda Hinkle, Esq. 20 hours x \$125.00 =	\$ 2,500
David Spector	
Mark Jay Williams - 100 hours x \$120.00 =	<u>\$ 12,000</u>
Total Professional Fee =	\$ 33,250
+Out of Pocket Expenses - 25 x 100 est. miles =	<u>\$ 1,250</u>
TOTAL	\$ 34,500

For this engagement, MGR will present VINELAND with appropriate invoice upon completion of each of the nine (9) milestones identified in Section IV above. Note that a change in either the milestone task, rank, or sequence, may possibly change the cost of previous or later milestones.

Milestone #1	\$3,000
Milestone #2	\$3,500
Milestone #3	\$4,500
Milestone #4	\$4,000
Milestone #5	\$5,500
Milestone #6	\$5,000
Milestone #7	\$3,000
Milestone #8	\$3,000
Milestone #9	<u>\$3,000</u>
TOTAL COST	\$34,500