

IX. APPENDIX A: DETAILED COST ASSUMPTIONS FOR SPECIFIC TASKS: BASE INITIATIVE

In this section, we describe the distribution of labor and activities within each task across the key actors. *Table A-1* shows the labor and non-labor detail associated with each task, and *Table A-2* presents a summary of these costs by task. In the paragraphs that follow, we discuss the cost assumptions for each specific task. Tables A-1 and A-2 are presented at the end of the task discussions.

To be consistent with Bell (2001) and Wittenburg, et al. (2001), we assume that each agency has three labor categories: Senior Manager, Senior Analyst, and Research Assistant. The Senior Manager category includes experts who have at least ten years of research and/or program experience. The Senior Analyst category includes researchers and programmers who have between three to nine years of research and/or program experience. The Research Assistant category includes individuals with very limited experience. We generated cost estimates for these categories using a list of hourly wage rates from industry averages and a review of similar projects that RTI has performed of this type.⁴

Again, these estimates are for illustrative purposes only and reflect a modest number of “core” data elements. USDA may choose to contract out some or all of these activities and take on more or less responsibility for these tasks. A decision to implement these tasks within USDA may require additional “subtasks,” depending on the level of expertise within USDA, such as educating staff internal to USDA on website design and maintenance. These kinds of additional tasks are not considered “in scope” for purposes of costing this initiative.

Task 1: Conduct Initial and Subsequent Steering Committee Meetings

USDA Responsibilities

USDA would organize the initial and all subsequent meetings of the proposed steering committee, including developing agendas and arranging meeting locations. USDA would lead each meeting and also develop a final workplan after the initial meeting.

Estimated time requirements. 80 hrs. of Sr. Management time to plan, lead, and guide all meetings (initial meeting and 4 subsequent meetings throughout the duration of the first phase of the project). 150 hrs. of Sr. Analyst time to develop materials necessary for the meetings, summarize decisions made, and contribute to the final workplan. 250

⁴ We developed these industry averages from our original proposal to ERS for this task order.

hrs. of Research Assistant labor to assist with meeting logistics, workplan, and meeting material development.

States' Responsibilities

None.

Task 2: Develop Contact Lists

USDA Responsibilities

USDA would work with the Steering Committee and other staff to obtain contact lists and identify contacts within 20 states. Working with the Steering Committee, USDA will identify the final nine states to select for this initiative. Much of the contact will be made through a series of emails, letters, calls, etc.

Estimated time requirements. 32 hrs. of Sr. Management time to plan, lead, and guide these efforts. 40 hrs. of Sr. Analyst time to take the lead in developing letters, information to send to states and making final calls to the nine states. 60 hrs. of Research Assistant labor to make initial set of calls working off of the lists to identify contacts within 20 states.

States' Responsibilities

It is anticipated that each of the 20 States approached to develop a contact name will spend no more than an hour identifying an appropriate contact(s).

Estimated time requirements. 20 hrs. of Sr. Management time to identify a contact person within each of the 20 states approached by USDA.

Task 3: Conduct Assessment of State-Level Data Being Collected

USDA Responsibilities

USDA will develop a structured interview, conduct interviews with State contacts for the initial nine states, and compile the survey results.

Estimated time requirements. 32 hrs. of Sr. Management time to plan, lead, and guide these efforts. 100 hrs. of Sr. Analyst time to take the lead in making calls to the nine states and developing summary matrix. 160 hrs. of Research Assistant labor to make calls and assist with documentation of calls.

States' Responsibilities

The nine selected states will respond to interviews and provide requested data.

Estimated time requirements. 68 hrs. of Sr. Management time to respond to interviews; 27 hrs. of Sr. Analyst time to respond to interview requests.

Task 4: Collect Sample of Archived Data from States

USDA Responsibilities

USDA will set up mechanisms, either via email or ftp, to receive data from States. If States prefer to send hard copy data, USDA will receive that data as well.

Estimated time requirements. 16 hrs. of Sr. Management time to plan, lead, and guide these efforts. 24 hrs. of Sr. Programmer time to set up mechanisms to receive and/or receive data from the nine states. 40 hrs. of Jr. Programmer labor to assist in collecting and organizing data from states.

States' Responsibilities

Obtain requested data (from previous years) and send to USDA, either via email, ftp, or mail.

Estimated time requirements. 80 hrs. of Sr. Management time to identify sources of archived data. 90 hrs. of Sr. Programmer time to obtain the archived data and prepare it for sending to USDA. 36 hrs. of Jr. Programmer labor to assist with sending the data to USDA.

Task 5: Identify and Conduct Review of Existing Databases

USDA Responsibilities

USDA will identify and conduct a review of existing databases and their contents. This will include web searches, contacting education researchers to identify relevant databases, summarizing data that are available, and determining which of the core elements can be collected from existing sources.

Estimated time requirements. 40 hrs. of Sr. Management time to plan, lead, and guide these efforts. 100 hrs. of Sr. Programmer time to take the lead in investigating the formats, content, and structures of existing databases. 120 hrs. of Jr. Programmer labor to conduct web searches and take a preliminary pass at identifying required data base elements from existing databases.

States' Responsibilities

None.

Task 6: Analyze Data Elements, Assess Availability, and Define Core Data Set

USDA Responsibilities

USDA will conduct a review of all of the potential sources of key data elements and their format (e.g., electronic or hard copy). This information will be put into a matrix showing which core elements will be collected from the States or existing databases, when they will be collected, and how they will be derived (or downloaded).

Estimated time requirements. 60 hrs. of Sr. Management time to plan, lead, and guide these efforts. 100 hrs. of Sr. Programmer time to take the lead in investigating the formats, content, and structures of existing databases, archived data from States, and results of interviews conducted with the State contacts. 80 hrs. of Jr. Programmer labor to assist with analysis of available data and development of core data elements.

States' Responsibilities

None.

Task 7: Explore and Potentially Develop Options for Using Automated Uploads to Retrieve Data from States or Existing Databases

USDA Responsibilities

USDA will conduct a review of all of the information collected during the interviews with the State contacts and from a review of existing databases to determine whether there are software packages commonly used to warehouse the data that would permit an automated process to be developed to retrieve data currently available electronically. The cost estimate assumes that applications can be developed fairly easily; however, this task could cost more depending on the number of applications that must be developed and the number of data elements being collected.

Estimated time requirements. 40 hrs. of Sr. Management time to plan, lead, and guide these efforts. 80 hrs. of Sr. Programmer time to take the lead in investigating the formats used to warehouse data and whether there are software packages that are commonly used. Also includes time for the Sr. Programmer to develop necessary applications to “retrieve” relevant data. 80 hrs. of Jr. Programmer labor to assist with analysis of available data and development of automated processes to retrieve selected data elements from States or existing databases.

States' Responsibilities

None.

Task 8: Design the Website, Including Defining Data Security and Access

USDA Responsibilities

USDA will design the website, including all background information and relevant links to other sites, if desired. USDA will be responsible for all activities associated with the design of a website, including defining user groups, creating a security structure, and managing user access.

Estimated time requirements. 40 hrs. of Sr. Management time to plan, lead, and guide these efforts. 160 hrs. of Sr. Programmer time to take the lead designing the website and all relevant access and security structures associated with it. 80 hrs. of Jr. Programmer labor to assist with design of the website.

States' Responsibilities

None.

Task 9: Build Computer-Assisted Data Entry Programs

USDA Responsibilities

USDA will be responsible for developing programs necessary to accommodate states that are not equipped to handle any of the automated tools developed in Task 7. USDA will develop the browser-based worksheets to collect the required data and build the web application to collect and validate the data.

Estimated time requirements. 40 hrs. of Sr. Management time to plan, lead, and guide these efforts. 320 hrs. of Sr. Programmer time to build the computer-assisted data entry programs, worksheets, and applications for validating the data keyed in by the States and develop a user manual. 160 hrs. of Jr. Programmer labor to assist with development of the web application, the user manual and development of technical support guidelines.

States' Responsibilities

States would be asked to provide information on potential users so that usernames/passwords could be established.

Estimated time requirements. 9 hrs. of Sr. Management time to provide a list of names of individuals who might directly interact with the system during data collection.

Task 10: Build Tools to Query, Sort, and Export the Data

USDA Responsibilities

USDA will be responsible for building an interface to allow users to select how they want to view the data, determine key variables that users might want to query and sort, and develop an online glossary that defines each variable in the data set.

Estimated time requirements. 40 hrs. of Sr. Management time to plan, lead, and guide these efforts. 320 hrs. of Sr. Programmer time to build tools to allow data to be queried and viewed in numerous ways, including tabular formats. Also build tools to allow users to export the data. 80 hrs. of Jr. Programmer labor to assist with development of query, sorting, and exporting tools.

States' Responsibilities

None.

Task 11: Design Summary Tables, Reports, and Articles to be Posted to the Web

USDA Responsibilities

USDA will be responsible for building a tool to allow validated users to post content to the web site, defining the types of reports that could be presented, and developing a series of reports.

Estimated time requirements. 80 hrs. of Sr. Management time to plan, lead, and guide these efforts. 160 hrs. of Sr. Programmer time to build tool to allow users to post content to the web site and developing series of reports for posting on the web site . 160 hrs. of Jr. Programmer labor to assist with development of the web reports.

States' Responsibilities

None.

Task 12: Implement Initial Data Collection for Nine States

USDA Responsibilities

USDA will be responsible for implementing a round of data collection for the initial nine states. This includes supporting all features of the web site as they pertain to the States' interaction with the web site, cleaning and merging the data as necessary, producing reports and articles, and making changes to any aspect of the data collection system as needed based on feedback from the States. It also includes the time and travel costs associated with conducting a half-day on-site training session on the web-based system with personnel from each State.

Estimated time requirements. 60 hrs. of Sr. Management time to plan, lead, and guide these efforts, of which 30 hrs. are for start-up activities only. 360 hrs. of Sr. Programmer time to manage the data collection process, including providing technical support; 120 hrs. of these are assumed to be for start-up activities only. Also includes time for making changes to any aspect of the web-based data collection system, from user interface through design of reports. 320 hrs. of Jr. Programmer labor to provide technical support to States, key in data received via hard copy, and assist with any required programming changes, of which 120 hrs. are assumed to be for start-up activities. 150 hrs. of Sr. Research Assistant time to prepare materials and conduct nine on-site training sessions, all of which are assumed to be start-up activities only.

States' Responsibilities

Each of the nine States will be responsible for attending a half-day training session and providing the requested data, unless data are being automatically uploaded. States will also provide comments on the usability of the system and suggestions for reports, query tools, etc.

Estimated time requirements. 45 hrs. of Sr. Management time to respond to data collection request and provide feedback to USDA on usability of the system, of which 27 hrs. is assumed to be for start-up activities. 200 hrs. of Sr. Programmer /Sr. Analyst time to attend training and key data into the web-based worksheets or otherwise make data available to USDA for downloading to the database; of these hours, 50 are assumed to be start-up (i.e., training-related) activities. 100 hrs. of Jr. Programmer labor to assist in responding to the data collection request; all of these hours are assumed to be on-going.

Task 13: Obtain OMB Clearance

USDA Responsibilities

USDA will be responsible for preparing an OMB package requesting approval to implement data collection beyond the initial nine states.

Estimated time requirements. 24 hrs. of Sr. Management time to plan, lead, and guide these efforts. 40 hrs. of Sr. Analyst time to prepare the draft and revised OMB packages. 40 hrs. of Research Assistant labor to contribute to the development of the OMB package, including all supporting materials.

States' Responsibilities

None.

Task 14: Prepare to Add Additional States

USDA Responsibilities

USDA will be responsible developing a plan for the phased addition of states. This will include calling contacts developed during Task 2 to verify contact information and identifying new contacts in remaining states.

Estimated time requirements. 24 hrs. of Sr. Management time to plan, lead, and guide these efforts. 36 hrs. of Sr. Analyst time to assist with development of plan to phase in additional states. 80 hrs. of Research Assistant labor to confirm Task 2 contacts and identify additional contacts as needed.

States' Responsibilities

States will respond to USDA's request to identify a contact person within their organization.

Estimated time requirements. 30 hrs. of Sr. Management time to assist in the identification of contacts within each State.

Table A-1. Labor and Non-Labor Costs by Task, Web-based Data Collection System Initiative

USDA											
	Assumed Rates	Task 1: Conduct Initial and Subsequent Steering Committee Meetings		Task 2: Develop Contact Lists		Task 3: Conduct Assessment of State-level Data being Collected		Task 4: Collect Sample of Archived Data from States		Task 5: Identify and Conduct Review of Existing Databases	
		Total Hours	Total Dollars	Total Hours	Total Dollars	Total Hours	Total Dollars	Total Hours	Total Dollars	Total Hours	Total Dollars
Labor Categories											
Senior Management	\$111.19	80	\$8,895.20	32	\$3,558.08	32	\$3,558.08	16	\$1,779.04	40	\$4,447.60
Sr. Analysts/Sr. Programmer	\$65.08	150	\$9,762.00	40	\$2,603.20	100	\$6,508.00	24	\$1,561.92	100	\$6,508.00
Research Assist./Jr. Programmer	\$36.75	250	\$9,187.50	60	\$2,205.00	160	\$5,880.00	40	\$1,470.00	120	\$4,410.00
TOTAL LABOR		480	\$27,844.70	132	\$8,366.28	292	\$15,946.08	80	\$4,810.96	260	\$15,365.60
Non-Labor Costs											
Travel			\$1,000.00		\$0.00		\$0.00		\$0.00		\$0.00
Misc. software/hardware			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
Server and Disk Storage			\$100.00		\$0.00		\$100.00		\$0.00		\$100.00
TOTAL NON-LABOR COSTS			\$1,100.00		\$0.00		\$100.00		\$0.00		\$100.00

States											
	Assumed Rates	Task 1: Conduct Initial and Subsequent Steering Committee Meetings		Task 2: Develop Contact Lists		Task 3: Conduct Assessment of State-level Data being Collected		Task 4: Collect Sample of Archived Data from States		Task 5: Identify and Conduct Review of Existing Databases	
		Total Hours	Total Dollars	Total Hours	Total Dollars	Total Hours	Total Dollars	Total Hours	Total Dollars	Total Hours	Total Dollars
Labor Categories											
Senior Management	\$111.19	0	\$0.00	20	\$2,223.80	68	\$7,560.92	80	\$8,895.20	0	\$0.00
Sr. Analysts/Sr. Programmer	\$65.08	0	\$0.00	0	\$0.00	27	\$1,757.16	90	\$5,857.20	0	\$0.00
Research Assist./Jr. Programmer	\$36.75	0	\$0.00	0	\$0.00	0	\$0.00	36	\$1,323.00	0	\$0.00
TOTAL LABOR		0	\$0.00	20	\$2,223.80	95	\$9,318.08	206	\$16,075.40	0	\$0.00
Non-Labor Costs											
Local Travel			\$40.00		\$0.00		\$0.00		\$0.00		\$0.00
Misc. software/hardware			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
Server and Disk Storage			\$0.00		\$0.00		\$0.00		\$100.00		\$0.00
TOTAL NON-LABOR COSTS			\$40.00		\$0.00		\$0.00		\$100.00		\$0.00

NOTE: Phone, postage, and copy costs are not included.

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Table A-1. Labor and Non-Labor Costs by Task, Web-based Data Collection System Initiative (continued)

USDA											
	Assumed Rates	Task 6: Analyze Data Elements, Assess Availability, and Define Core Data Set		Task 7: Explore and Potentially Develop Options for Using Automated Uploads to Retrieve Data from States or Existing Databases		Task 8: Design the Website, Including Defining Data Security and Access		Task 9: Build Computer-Assisted Data Entry Programs		Task 10: Build Tools to Query, Sort, and Export the Data	
		Total Hours	Total Dollars	Total Hours	Total Dollars	Total Hours	Total Dollars	Total Hours	Total Dollars	Total Hours	Total Dollars
Labor Categories											
Senior Management	\$111.19	60	\$6,671.40	40	\$4,447.60	40	\$4,447.60	40	\$4,447.60	40	\$4,447.60
Sr. Analysts/Sr. Programmer	\$65.08	100	\$11,119.00	80	\$5,206.40	160	\$10,412.80	320	\$20,825.60	320	\$20,825.60
Research Assist./Jr. Programmer	\$36.75	80	\$2,940.00	80	\$2,940.00	80	\$2,940.00	160	\$5,880.00	80	\$2,940.00
TOTAL LABOR		240	\$20,730.40	200	\$12,594.00	280	\$17,800.40	520	\$31,153.20	440	\$28,213.20
Non-Labor Costs											
Travel			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
Misc. software/hardware			\$0.00		\$2,000.00		\$0.00		\$0.00		\$0.00
Server and Disk Storage			\$100.00		\$0.00		\$100.00		\$0.00		\$100.00
TOTAL NON-LABOR COSTS			\$100.00		\$2,000.00		\$100.00		\$0.00		\$100.00

States											
	Assumed Rates	Task 6: Analyze Data Elements, Assess Availability, and Define Core Data Set		Task 7: Explore and Potentially Develop Options for Using Automated Uploads to Retrieve Data from States or Existing Databases		Task 8: Design the Website, Including Defining Data Security and Access		Task 9: Build Computer-Assisted Data Entry Programs		Task 10: Build Tools to Query, Sort, and Export the Data	
		Total Hours	Total Dollars	Total Hours	Total Dollars	Total Hours	Total Dollars	Total Hours	Total Dollars	Total Hours	Total Dollars
Labor Categories											
Senior Management	\$111.19	0	\$0.00	0	\$0.00	0	\$0.00	9	\$1,000.71	0	\$0.00
Sr. Analysts/Sr. Programmer	\$65.08	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
Research Assist./Jr. Programmer	\$36.75	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
TOTAL LABOR		0	\$0.00	0	\$0.00	0	\$0.00	9	\$1,000.71	0	\$0.00
Non-Labor Costs											
Local Travel			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
Misc. software/hardware			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
Server and Disk Storage			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
TOTAL NON-LABOR COSTS			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00

NOTE: Phone, postage, and copy costs are not included.

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Table A-1. Labor and Non-Labor Costs by Task, Web-based Data Collection System Initiative (concluded)

USDA											
	Assumed Rates	Task 11: Design Summary Tables, Reports, and Articles to be posted to the Web		Task 12: Implement Initial Data Collection for Nine States ¹		Task 13: Obtain OMB Clearance		Task 14: Prepare to Add Additional States		TOTAL	
		Total Hours	Total Dollars	Total Hours	Total Dollars	Total Hours	Total Dollars	Total Hours	Total Dollars	Total Hours	Total Dollars
Labor Categories											
Senior Management	\$111.19	80	\$8,895.20	60	\$6,671.40	24	\$2,668.56	24	\$2,668.56	608	\$67,603.52
Sr. Analysts/Sr. Programmer	\$65.08	160	\$10,412.80	360	\$23,428.80	40	\$2,603.20	36	\$2,342.88	1,990	\$134,120.20
Research Assist./Jr. Programmer	\$36.75	160	\$5,880.00	470	\$17,272.50	40	\$1,470.00	80	\$2,940.00	1,860	\$68,355.00
TOTAL LABOR		400	\$25,188.00	890	\$47,372.70	104	\$6,741.76	140	\$7,951.44	4,458	\$270,078.72
Non-Labor Costs											
Travel			\$0.00		\$5,958.00		\$0.00		\$0.00		\$6,958.00
Misc. software/hardware			\$0.00		\$0.00		\$0.00		\$0.00		\$2,000.00
Server and Disk Storage			\$0.00		\$100.00		\$0.00		\$100.00		\$800.00
TOTAL NON-LABOR COSTS			\$0.00		\$6,058.00		\$0.00		\$100.00		\$9,758.00

States											
	Assumed Rates	Task 11: Design Summary Tables, Reports, and Articles to be posted to the Web		Task 12: Implement Initial Data Collection for Nine States		Task 13: Obtain OMB Clearance		Task 14: Prepare to Add Additional States		TOTAL	
		Total Hours	Total Dollars	Total Hours	Total Dollars	Total Hours	Total Dollars	Total Hours	Total Dollars	Total Hours	Total Dollars
Labor Categories											
Senior Management	\$111.19	0	\$0.00	45	\$5,003.55	0	\$0.00	30	\$3,335.70	252	\$28,019.88
Sr. Analysts/Sr. Programmer	\$65.08	0	\$0.00	200	\$13,016.00	0	\$0.00	0	\$0.00	317	\$20,630.36
Research Assist./Jr. Programmer	\$36.75	0	\$0.00	100	\$3,675.00	0	\$0.00	0	\$0.00	136	\$4,998.00
TOTAL LABOR		0	\$0.00	345	\$21,694.55	0	\$0.00	30	\$3,335.70	705	\$53,648.24
Non-Labor Costs											
Local Travel			\$0.00		\$0.00		\$0.00		\$0.00		\$40.00
Misc. software/hardware			\$0.00		\$2,000.00		\$0.00		\$0.00		\$2,000.00
Server and Disk Storage			\$0.00		\$500.00		\$0.00		\$0.00		\$600.00
TOTAL NON-LABOR COSTS			\$0.00		\$2,500.00		\$0.00		\$0.00		\$2,600.00

NOTE: Phone, postage, and copy costs are not included.

¹ See page 19 and pages 32-33 for the breakout between “initial” and “on-going” cost estimates. Travel costs in this task are based on nine roundtrip airfares between Washington, D.C. and Kansas City, MO (i.e., a “generic” site), plus a per diem.

Table A-2. Summary of Web-based Initiative Labor and Non-labor Costs

	Task 1: Conduct Initial and Subsequent Steering Committee Meetings		Task 2: Develop Contact Lists		Task 3: Conduct Assessment of State-level Data being Collected		Task 4: Collect Sample of Archived Data from States		Task 5: Identify and Conduct Review of Existing Databases	
	Labor Costs	Non-Labor Costs	Labor Costs	Non-Labor Costs	Labor Costs	Non-Labor Costs	Labor Costs	Non-Labor Costs	Labor Costs	Non-Labor Costs
USDA	\$27,844.70	\$1,100	\$8,366.28	\$0	\$15,946.08	\$100	\$4,810.96	\$0	\$15,365.60	\$100
States	\$0.00	\$40	\$2,223.80	\$0	\$9,318.08	\$0	\$16,075.40	\$100	\$0.00	\$0
TOTAL LABOR	\$27,844.70		\$10,590.08		\$25,264.16		\$20,886.36		\$15,365.60	
TOTAL NON-LABOR	\$1,140		\$0		\$100		\$100		\$100	
GRAND TOTAL	\$28,984.70		\$10,590.08		\$25,364.16		\$20,986.36		\$15,465.60	

	Task 6: Analyze Data Elements, Assess Availability, and Define Core Data Set		Task 7: Explore Options for Using Automated Uploads to Retrieve Data from States or Existing Databases		Task 8: Design the Website, Including Defining Data Security and Access		Task 9: Build Computer-Assisted Data Entry Programs		Task 10: Build Tools to Query, Sort, and Export the Data	
	Labor Costs	Non-Labor Costs	Labor Costs	Non-Labor Costs	Labor Costs	Non-Labor Costs	Labor Costs	Non-Labor Costs	Labor Costs	Non-Labor Costs
USDA	\$20,730.40	\$100	\$12,594.00	\$2,000	\$17,800.40	\$100	\$31,153.20	\$0	\$28,213.20	\$100
States	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0	\$1,000.71	\$0	\$0.00	\$0
TOTAL LABOR	\$20,730.40		\$12,594.00		\$17,800.40		\$32,153.91		\$28,213.20	
TOTAL NON-LABOR	\$100		\$2,000		\$100		\$0		\$100	
GRAND TOTAL	\$20,830.40		\$14,594.00		\$17,900.40		\$32,153.91		\$28,313.20	

	Task 11: Design Summary Tables, Reports, and Articles to be posted to the Web		Task 12: Implement Initial Data Collection for Nine States		Task 13: Obtain OMB Clearance		Task 14: Prepare to Add Additional States		TOTAL	
	Labor Costs	Non-Labor Costs	Labor Costs	Non-Labor Costs	Labor Costs	Non-Labor Costs	Labor Costs	Non-Labor Costs	Labor Costs	Non-Labor Costs
USDA	\$25,188.00	\$0	\$47,372.70	\$6,058	\$6,741.76	\$0	\$7,951.44	\$100	\$270,078.72	\$9,758
States	\$0.00	\$0	\$21,694.55	\$2,500	\$0.00	\$0	\$3,335.70	\$0	\$53,648.24	\$2,600
TOTAL LABOR	\$25,188.00		\$69,067.25		\$6,741.76		\$11,287.14		\$323,726.96	
TOTAL NON-LABOR	\$0		\$8,558		\$0		\$100		\$12,358	
GRAND TOTAL	\$25,188.00		\$77,625.25		\$6,741.76		\$11,387.14		\$336,084.96	