

**BROADWAY CENTER FOR THE PERFORMING ARTS  
INTERIM OPERATIONS AGREEMENT**

**THIS AGREEMENT** is made and entered into as of the 8th day of September, 2005, by and between the **CITY OF TACOMA**, a municipal corporation, hereinafter referred to as the "City," and **THE BROADWAY CENTER FOR THE PERFORMING ARTS**, a nonprofit corporation duly and currently registered and existing in the State of Washington and located at 901 Broadway Plaza, Tacoma, Washington, hereinafter referred to as the "Corporation,"

**WITNESSETH:**

**WHEREAS** the City is the owner of a performing arts theater complex (hereinafter referred to as the "Broadway Center for the Performing Arts" facilities), located in Tacoma, Washington, in the area of South Ninth and Broadway, and generally known as the Pantages Theater, Rialto Theater, and Theatre on the Square and the Jones Building; and

**WHEREAS** the Corporation has been organized as a non-profit corporation for the purpose of creating and operating a center for the advancement of the arts and cultivating, promoting, bolstering, sponsoring, and developing in the community an appreciation and understanding of the arts, all pursuant to the authority of the Corporation as provided by its Articles of Incorporation, and

**WHEREAS** the City recognizes that arts and culture are essential for the continuing growth and development of Tacoma's citizens, economy and quality of life and has, since 1983, contracted with the BCPA to operate and manage the BCPA facilities as a place for public entertainment, cultural events and the home of local performing arts organizations, and

**WHEREAS** the City also recognizes that a comprehensive review of the relationship between the City and the BCPA and the role of the parties in managing and operating the BCPA facilities has not occurred since the BCPA first undertook to manage and operate the BCPA facilities, and

**WHEREAS** the City's current fiscal limitations, the events leading to the closure of the Pantages and Rialto theatres in October of 2004, the need to complete the deferred maintenance of the BCPA facilities, the wide-ranging concerns and trepidation expressed by a number of patrons, contributors and members of the resident arts groups regarding management and operation of the BCPA facilities, and the need to more clearly define the roles, duties, and responsibilities of the parties, highlight the need to undertake a comprehensive review of the current operating agreement and management model as well as the

needs and concerns of the arts community in order to determine where improvements can and should be made so as to ensure a healthy future for the BCPA facilities and the organizations which are dependent on them to produce their performances, and

**WHEREAS** as the first step in the direction of undertaking such a comprehensive review, the City together with representatives from the Corporation, the funding community, the stakeholder groups/organizations in Tacoma's arts community, and interested arts patrons, developed a "Performing Arts Facilities Steering Committee" and five subcommittees to develop well informed strategies and recommendations for the future management and operation of the BCPA facilities, and

**WHEREAS** the City and the BCPA agree that completion of the comprehensive review and implementation of the management model must be done expeditiously in order to provide stability and certainty for the donors, the users of the BCPA facilities, and the patrons of the performing arts, and

**WHEREAS** the Performing Arts Facilities Steering Committee anticipates that it will be prepared to make a recommendation to the City Council in September of 2005 for implementation by the end of the year, which recommendations may include a transfer of some or all of the functions, duties, and responsibilities of the BCPA to a successor organization or organizations, and

**WHEREAS** the current operations agreement will expire September 7, 2005 and, in anticipation of the comprehensive review and the potential for implementation of a new management model and agreement, the City Manager in November of 2004 gave notice of his intent not to approve an extension of the current agreement, and

**WHEREAS** the parties agree that it is necessary and desirable to enter into this "Interim Operating Agreement" for continued BCPA management and operation of the BCPA facilities on an interim basis only in order to provide sufficient time for the recommendations of the Performing Arts Steering Committee to prepare and make recommendations to the City Manager and City Council for their consideration and further to allow for implementation of a management model in whatever form is approved by the City;

**NOW, THEREFORE**, in consideration of the mutual undertakings and promises contained herein and the benefits to be realized by each party, and in further consideration of the benefit to the general public by the enhancement of the economic and cultural climate of the City and its environs to be realized by the performance of this Interim Operating Agreement, and as a direct benefit to the City, the parties hereto agree as follows:

ORIGINAL

## I. GENERAL PROVISIONS:

**1.1 Location of Agreement.** The situs of this agreement shall be Tacoma, Pierce County, Washington, and all acts by either party made in the performance hereof or under the authority hereof shall be deemed by this agreement to be located at Tacoma, Pierce County, Washington.

**1.2 Entire Agreement.** This writing constitutes the entire agreement between the parties, and no addition, deletion, or other amendment hereto may be made except as is agreed in writing by the parties, in advance, with the same formality as accorded this agreement. This writing supersedes and replaces that earlier agreement concerning this subject matter made between the parties.

**1.3 Assignment.** The parties agree that each, in making this agreement, depends upon the particular capacities, expertise, powers, and good offices of the other which could not be satisfactorily provided for by a third party, and therefore, the parties hereto agree that no right or obligation hereunder may, in any way whatsoever, be assigned or delegated to a third party without the express written consent of the other party hereto in advance; provided, however, that nothing herein shall be taken to limit the right of the City to sell or convey in any way the entire Broadway Center for the Performing Arts facility to any third party for any purpose which, in the sole discretion of the City Council, benefits all the people of the City, provided only that the City Council shall first give due and careful consideration to the rights of the Corporation under this agreement.

**1.4 Term/Termination of Agreement.** This agreement shall be in full force and effect upon the date first written above and shall expire on the 31st day of December, 2005, unless sooner terminated pursuant to Article V herein.

## II. BUILDING AND FACILITIES:

**2.1 Premises.** This agreement concerns the Pantages Theater and the Jones Building, the Rialto Theater, and Theatre on the Square. Additional buildings or facilities may be added to be covered by the terms of this agreement by amendment executed by both parties. The properties included under the terms of this agreement are referred to as "Premises," or "Theaters."

**2.2 Property on Premises - Ownership.** All personal property, equipment, and portable facilities of the premises, whether managed by the Corporation or not, shall be presumed to be City property and shall be exclusively owned by the City regardless of acquisition of said inventory property by the Corporation. This provision intends no assertion of ownership contrary to the rights of any third party. In the event of dissolution of the Corporation, all personal property of the Corporation shall become the City's.

**2.3 City Use of Theaters.** The City shall at all times during the course of this agreement have the right to the possession and occupancy of any and all space within the Theaters, provided that the City shall not demand use or possession of any space committed to a third party pursuant to this agreement, or which is necessary to the presentation of a scheduled event or performance. The City shall, further, at all times have the right to the use and possession of any facility, equipment, or supplies located within the Theaters created by and owned by the Corporation for its use, provided that the City shall not demand use or possession of any equipment customarily used by or assigned for Corporation use when to do so would interfere with presentation of or preparation for a scheduled event or performance at the Theaters.

### **III. RIGHTS AND OBLIGATIONS OF THE CORPORATION:**

**3.1 Continuation of Performance.** The Corporation shall continue to occupy and manage the Premises as of the date of this agreement.

**3.2 Executive Committee.** The Corporation shall perform numerous functions, including fund raising, relating to the operations of the Broadway Center for the Performing Arts. It is agreed that the Corporation shall establish an Executive Committee which shall be selected from the Corporation's Board of Directors. The Executive Committee shall function on behalf of the Board. The City shall appoint a representative who shall serve as an ex-officio member of the Board and Executive Committee, with rights to participate in all Board and Executive Committee meetings, without a vote.

**3.3 Performance of this Agreement.** It is agreed by and between the parties that the Executive Committee of the Corporation shall be responsible to the City for the execution, implementation, and performance of this agreement. It is further agreed that the Executive Director of the Corporation shall work with the Executive Committee of the Corporation in performance of his/her duties pursuant to this agreement.

**3.4 Charges for Theater Use.** The Corporation shall manage and operate the Broadway Center for the Performing Arts and shall use the office and meeting space assigned hereby for its uses in performing under the terms of this agreement. The Corporation shall generally promote the Theaters through every means of advertising designed to attract performances, shall stage exhibitions and events in the Theaters, and shall schedule and book performances, exhibitions, and events to occur at the Theaters. The Corporation shall charge for such uses of the Theaters in accordance with a schedule of rental rates approved from time to time by resolution of the Tacoma City Council.

**3.5 Corporate Costs.** The Corporation shall, consistent with the terms of this agreement, assume sole and exclusive responsibility for the costs associated with the operation of the Corporation, which shall include the cost of acquisition and

operation of any administrative office equipment such as computers, copiers, fax machines and the like, supplies, utilities, boiler operation (excluding chemicals, filters and any other maintenance costs), and personnel, excepting only the wages of the Executive Director, insofar as such wages and benefits are paid by the City. The Corporation shall pay utility costs (electricity, gas, garbage, phone, etc.) arising out of its use and occupation of the Premises under its control.

### **3.6 Corporation Cleaning Responsibilities.**

**A. Cleaning.** In addition to the Corporation's Premises' responsibilities required under Attachment A of this agreement, the Corporation shall be responsible for daily cleaning of the Premises under its management.

**B. Preventative Maintenance.** It shall be the responsibility of the Corporation to make routine repairs to and perform preventative maintenance on the facility and its associated equipment as required under Attachment A. The Corporation shall have no major maintenance obligation, but shall rely therefor on the City as specified in Section 4.1 of this agreement

**3.7 Use of Funds.** All funds expended by the Corporation shall relate directly to the promotion, operation, and/or use of the Premises.

**3.8 Corporation Shall Publish Policies.** The Corporation shall, for the benefit of the City and the citizens thereof, create and furnish written rules and regulations concerning rental procedures, prices, and hours of operation, which shall be made available to the public on request, with the intention of informing the public and the appropriate City officials of the general policies which govern the operation of the Theaters.

**3.9 Accounting Records.** The Corporation shall maintain books and records as are customarily and necessarily kept for the purpose of managing and operating Theaters, according to generally accepted accounting practices. Financial reports shall be prepared at least quarterly and shall be provided to City finance officers within 30 days after receipt thereof by the Corporation. The Corporation's books of account shall be reviewed annually by an independent Certified Public Accountant, and the results of such review shall be provided to the City Finance Director within one hundred twenty (120) days of the close of each fiscal year. The Corporation agrees that all of its books and records of every kind, without limitation, pertaining to the operation or management of the Theaters shall, upon reasonable notice, be open and available for inspection by the City Manager, Director of Finance, and such other officers or personnel of the City as may be designated by either of them. The City Manager and City officers designated by the City Manager shall have the right to enter upon and inspect the Premises and books and records held by the Corporation at any reasonable time during normal business hours.

**3.10 Equal Availability.** The Corporation shall make its services and all events, performances, shows, etc., available and open to the public on a fair, equal, and non-discriminatory basis, and further agrees and promises that it will not, on the grounds, of race, color, national origin, religion, sex, age, or physical handicap, discriminate against any person or group of persons in any manner prohibited by local, state, or federal laws and regulations.

**3.11 City Admission Taxes.** The Corporation agrees to collect and pay to the City all admission taxes on tickets to Theater events as required by applicable City laws as they now exist or as they may be amended from time to time hereafter.

**3.12 Insurance Coverages Provided by Users.**

**A.** The Corporation shall require that all persons renting or using the Theaters shall maintain and provide an Owners, Landlord, and Tenants policy which would include the following coverages: Comprehensive General Liability including Liquor Legal Liability where applicable.

**B.** Such insurance policy shall name the City and the Corporation as Additional Insureds thereunder. All such insurance policies shall stipulate that they are primary over any insurance which the City or Corporation may carry. Said policies shall also provide that the City of Tacoma or Corporation will be given not less than thirty (30) days advance notice of any termination or material change to the policy.

**C.** Such policies shall contain, at a minimum, limits of Three Hundred Thousand Dollars (\$300,000) for personal injury and One Hundred Thousand Dollars (\$100,000) for property damage coverages.

**D.** Exception: Agencies of government, school districts, cities, the state of Washington, and the federal government shall not be required to provide such insurance protection so long as reliable evidence of equal or better self-insurance capacity is submitted.

**3.13 No Gratuities to City Officials.** The Corporation is prohibited from giving any tickets without just compensation to any City official, unless said official is directly involved in the commission of his or her official duties at the invitation of the Corporation.

**3.14 Independent Contractor.** The Corporation shall be considered as an independent contractor in the operation of the Theaters, and this agreement shall not be construed as creating any form of partnership between the City and the Corporation.

### **3.15 Insurance Coverages Carried by Corporation.**

**A.** It is the intent of the parties that the Corporation shall maintain public liability insurance and Errors and Omissions liability insurance, which it is agreed shall be the maximum amount of recovery should the City seek damages for any reason against the Board of Directors or its members individually. Such policy shall be in a form approved by the City Attorney and shall provide such insurance to the City for any liability incurred or threatened, including legal fees, because of actions or omissions of the Board or members thereof. The limits of the policy shall be One Million Dollars (\$1,000,000).

**B.** The Board shall also provide the City with a Comprehensive General Liability insurance policy which would include the following coverages: Premises/Operations Liability, Products and Completed Operations Liability, Personal Injury, including Coverages A, B, and C, with Exclusion (c) deleted, and "Host" liquor liability coverage, having limits of One Million (\$1,000,000), plus One Million Dollars (\$1,000,000) umbrella coverage for liability. All such insurance policies provided shall stipulate that they are primary over any insurance which may be carried by the City and that they will include a "Cross Liability" (Severability of Interests) clause and shall make the City an additional insured. They shall also provide that the City of Tacoma or the Corporation will be given not less than thirty (30) days' advance notice of any termination or material change to the policy.

## **IV. RIGHTS AND RESPONSIBILITIES OF THE CITY:**

### **4.1 Maintenance Responsibilities.**

**A.** In addition to the City's Premises' responsibilities required under Attachment A of this agreement, the City's General Services Department shall maintain the Pantages Theater, Rialto Theater, and Theatre on the Square buildings and the Jones Building and other real property operated as part of the Broadway Center for the Performing Arts facilities and paid from funds in low orgs specifically designated for the Theaters in the General Services Department's section of the City's General Fund and the City's CIP Fund. Said maintenance, including emergency repairs, shall be undertaken exclusively by the City in consultation with the Corporation. City shall be solely responsible for daily cleaning of those parts of the Premises under City control. City shall assume the cost of utilities (lights, gas, water, garbage, etc.) that arise out of occupancy of Premises by the City. The City shall keep the roof, exterior walls, foundation, and building structure of the Premises, as well as the fixtures, mechanical equipment, and appurtenances installed or owned by the City located therein, in a good condition and state of maintenance and repair except for normal wear and tear. The Corporation shall notify the City General Services Department of any necessary maintenance and repair. The City shall be responsible for replacing, in a timely manner, worn out, damaged, or obsolete equipment at Theaters necessary for the continued operation of the Premises including, but not limited to, the following equipment and systems: staging,

acoustics, sound, lighting, theater computers, cleaning equipment, concessions, security systems, ticket office, furniture, carpeting, seating, and communications. Emergency major repairs or replacement of capital equipment in excess of Fifty Thousand Dollars (\$50,000) shall be made by the City subject to availability of theater funds, insurance proceeds, or City Council emergency appropriations.

**B.** In case of an emergency, the Corporation may proceed to make repairs and the City shall promptly reimburse the Corporation for the reasonable cost of those repairs. For purposes of this paragraph and paragraph 4.1.A., an emergency is a situation endangering the health and safety of any person or continuing damage to the Premises or which would interfere with a scheduled production. Reimbursement of emergency costs in excess of Ten Thousand Dollars (\$10,000) may be made by the City subject to availability of theater funds, insurance proceeds, or City Council emergency appropriations.

**4.2 Funding.** The City shall pay for the Corporation's services hereinabove described in the following manner:

**A. Corporation Management Fees.** The Corporation will invoice the City for its management services on or about the first day of each month beginning October, 2005. The City will pay in monthly installments in accordance with the schedule attached hereto as Exhibit "B," the sum total of \$75,206.62 which shall be subject to increases or decreases in accordance with the City's budget ordinance as amended.

**B. City Operating, Repair and Maintenance Funding.** The City will appropriate biennially additional amounts for its operating, repair, and maintenance obligations of the Facilities which will be placed in City accounts designated for the Facilities and/or the CIP Fund.

**C. Changes to Funding.** The parties recognize that changing demands, needs, and opportunities require continuous re-examination of the funding formula set forth in Sections 4.2.A and B, and it is anticipated the Corporation will seek review and adjustment during subsequent biennial budget preparations. The parties do not anticipate nor agree to change the amount of City funding except as provided in Sections 4.2.A and B.

**D. Matching Funds.** Additionally, to encourage community participation and support for the Broadway Center for the Performing Arts facilities, the City shall match funds for two separate programs:

a) Event sponsorships (\$100,000 per biennium) (which the City may use to reimburse itself for phone services it provides to the Corporation).

b) Capital improvements, new equipment, and non-recurring expenses to improve the capabilities of the Premises (\$80,000 per biennium).

## **E. Matching Requirements:**

- a) These funds must be matched from other sources on a 1:1 match basis and be in cash.
- b) All assets acquired with these funds and match will become the property of the City.
- c) Requests to utilize matching funds will be presented by the Executive Director to the Matching Fund Committee consisting of the Executive Director of the Corporation, Tacoma Economic Development Director, General Services Director, and a Finance Department Representative. The Matching Fund Committee, while considering the Corporation's recommendations, will approve/disapprove requests for matching funds.

**4.3 Access to City Services.** The City shall make available to the Corporation the use of City services, including but not limited to telephone, financial, word processing, purchasing, central stores, etc., and other record-keeping and business purposes connected with Broadway Center for the Performing Arts management and operation on a direct cost reimbursable basis. No City services or supplies shall be rendered except at the written request therefor by the Corporation.

**4.4 Property Insurance.** The City shall maintain any and all fire, casualty, and extended coverage insurance on the Broadway Center for the Performing Arts buildings and its contents in such form and amount as the City deems appropriate.

**4.5 Executive Director.** The City shall be responsible for hiring and paying the Executive Director for the Broadway Center for the Performing Arts. The selection of the Executive Director shall be the responsibility of a joint City/Corporation selections committee, with the final selection by the City Manager or assignee. The Executive Director shall be liaison between the City and the Corporation with regard to the performance of this agreement. The Executive Director will be an employee of the City and be located in the Tacoma Economic Development Department for administrative purposes and report directly to the City Manager and will serve as the City's agent in the conduct of business related to the Broadway Center for the Performing Arts and in the conduct of terms with the theater users and licensees.

## **4.6 Waiver of Claims.**

**A.** The Corporation and the City hereby release and discharge each other and the officers, agents, and officials of each from and against all liability arising either from fire loss or extended coverage or damage caused by any of the perils covered by insurance policies which are in force and effect at the time of such loss or damage, even though such loss or damage may be due to negligence or

neglect of either the Corporation or the City or either of their agents, officers, or employees. It is expressly understood and agreed that it is the intention of the parties that this provision constitutes a waiver and release of any and all subrogation rights which insurance companies might have under such insurance policies.

**B.** The Corporation waives any claim it might have against the City for the City's failure to undertake or complete any maintenance or repair of the Premises or any equipment combined therein.

**4.7 Capital Improvements.** The Corporation and the City may agree from time to time to jointly fund capital improvements for addition to or installation in the Pantages Theater and Jones Building, Rialto Theater, or Theatre on the Square and Jones Building. Such projects may, upon mutual agreement therefor, be funded jointly by the City and by contributions from the public or corporate sponsors. Such projects may, generally, be anticipated by and included in the City's biannual budget process insofar as City expenditures are anticipated. Any resulting capital improvements shall be the property of the City.

**4.8 Rental Authority; Income.** The City shall have sole authority to retain rental income from office space in the Jones Building.

#### **V. TERMINATION:**

Either party may terminate this agreement upon thirty (30) days written notice to the other party. In such event, the Corporation shall vacate any City Premises that it occupies.

#### **VI. MISCELLANEOUS:**


**6.1 Dispute Resolution.** In the event that any dispute shall arise as to the interpretation of this agreement, or in the event of a notice of default as to whether such default does constitute a breach of the contract, and if the parties hereto cannot mutually settle such differences, then either party hereto shall be entitled to submit the determination of such matter to arbitration, which proceedings shall be conducted in accordance with the rules of the American Arbitration Association, and shall be binding upon the parties.


**6.2 Notice.** Any notice required to be given herein to the City shall be delivered to the City Manager, Tacoma Municipal Building, 747 Market Street, Room 1200, Tacoma, Washington 98402. Any notice required to be given herein to the Corporation shall be delivered to the Corporation at 901 Broadway Plaza, Tacoma, Washington 98402, or to such other location as shall be at the time used by the Corporation as its headquarters or business office, or to its registered agent.

Signature Pg. to  
2005 BCPA Interim Operations Agt.


**IN WITNESS WHEREOF** the parties hereto have executed this document as  
of the day and year first above written.

**CITY OF TACOMA**

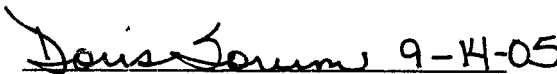
  
Eric A. Anderson, City Manager

  
Leslie Rowen, Director  
General Services Department

  
Ryan Petty, Director  
Tacoma Economic Development Dept.

  
Steve Marcotte, Director  
Finance Department

Attest:

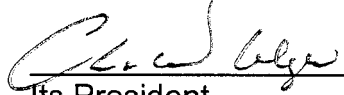
  
Doris Sorum, City Clerk

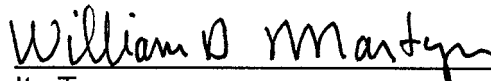
Approved as to form:

  
Assistant City Attorney

**CORPORATION**

**BROADWAY CENTER FOR THE  
PERFORMING ARTS**

  
Its President

  
Its Treasurer

## ATTACHMENT A

### Broadway Center for the Performing Arts Agreement

#### Premises Cleaning and Maintenance Responsibilities

Responsibilities	Corporation	City
<b>Communications:</b> Inspections and reporting deficiencies/emergencies in a timely manner. Logs to be maintained. Records to be maintained for repairs and maintenance activities.	Corporation to provide a monthly report	City to provide a monthly activity report
<b>Electrical:</b> Replacement/repair of bulbs, ballasts, fuses, diffusers, housings, lenses and starters in all lighting, both indoors and outdoors.	Supplies labor, bulbs and cleaning	Distribution system
<b>Inspections/Certifications:</b> Provide for the testing, calibration and repair of fire alarm systems including enunciator panels. Security systems, fire sprinkler systems, all pressure vessels and building automation controls by certified professionals in accordance with applicable codes or as recommended by the manufacturer.		Contract for testing and repair
<b>Plumbing:</b> Make necessary minor repairs, adjustments and replacements to flushometers, faucets, sinks, toilets, drains, valves, circulation pumps, hot water tanks and all components of the plumbing systems to maintain said systems in operable condition.	Corporation to do all of this	Support beyond Corporation staff capabilities
<b>Drains:</b> Maintain drain systems in good working order (roof drains included).	Basic drain clean	Repairs & maintenance
<b>HVAC:</b> Change filters, grease/lube bearings, check/adjust belts, clean/replace screens, test/replace pump couplers & seals, change oil in reservoirs, test controls & keep accurate records of work performed on the facility mechanical HVAC system.	Filters - Check/visual inspect, change, maintenance log.	Preventive maintenance program for HVAC & airflow including preventive water treatment program
<b>Boiler Operation:</b> Provide licensed operators in facilities where code or local ordinance requires).	Corporation does this; add training for staff on Class 3 Boiler operation	

<b>Responsibilities</b>	<b>Corporation</b>	<b>City</b>
<b>Finishes:</b> Cleaning and minor adjustments Maintain in good working order and free from defect all building wall coverings/ coatings, carpets, ceilings, doors, door operators/ closures, windows, window/door hardware, floor coverings, finishes and trims, both interior and exterior (including furniture).	Corporation	City to provide assistance in major emergency situations
<b>Generator:</b> Emergency generator.	Inspect, test, check	Repair and maintenance
<b>Stage equipment:</b> lighting, sound, fly system, curtains, orchestra shell, clearcom	Inspect, clean, test, all repairs	Funding other than maintenance and operation
<b>Structures</b>		City
<b>Stage floor</b>	Inspect, clean, paint (to be done by crew)	Maintain
<b>Security:</b> Building security system (not currently installed)	TBD	TBD
<b>Theater seating</b>	Inspect, clean, minor repair	Maintain, replace other than maintenance and operation
<b>Signage:</b> Marquees	Inspect, clean, minor repair	Replace other than maintenance and operation
<b>Emergency Access/Egress:</b> Fire escape including exit signs	Inspect, clean, minor repair	- Maintain, replace - Structural repairs
<b>ADA Facilities Requirements</b>		City
<b>Auditoriums:</b> Painting, cleaning, skylight cleaning (items not covered under "Finishes" section or by regular janitorial services)		City
<b>Landscaping:</b> Planters & landscaping		Public Works Right of Way

**EXHIBIT B**

**Payment Schedule**

**TEDD BCPA MANAGEMENT FEES 115 DAYS**

September 8 thru December 31, 2005  
 as of August 11, 2005

A	B	C	1022- Oper	D	E
MONTH	486000 PANTAGES	486100 RIALTO	486200 TOTS	▶	TOTAL
SEPTEMBER (23 DAYS)	6,868.05	6,324.49	2,115.00		15,307.54
OCTOBER	8,958.33	8,249.33	2,758.70		19,966.36
NOVEMBER	8,958.33	8,249.33	2,758.70		19,966.36
DECEMBER	8,958.33	8,249.33	2,758.70		19,966.36
TOTALS	33,743.04	31,072.48	10,391.10		75,206.62