

THE CITY OF PROVIDENCE
STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS

RESOLUTION OF THE CITY COUNCIL

No. 481

Approved August 29, 2002

RESOLUTION, together with accompanying copy of the Collective Bargaining Agreement between the Providence School Board and the Association of Providence Public School and Staff Administrators (APSSA) from July 1, 2001 to June 30, 2004.

IN CITY COUNCIL
AUG 22 2002
READ AND PASSED

PRES.

CLERK

APPROVED

AUG 29 2002

MAYOR

IN CITY COUNCIL

APR 19 2002

Received and Referred
to the Committee on Finance

Michael R. Clenert
CLERK
ams

THE COMMITTEE ON

Finance

Recommends

Anna M. Stets

CLERK

5-1-02

- Public Hearing
to Be Held

THE COMMITTEE ON

Finance

Public Hearing Held

Anna M. Stets

CLERK

5-22-02

THE COMMITTEE ON

Finance

Recommends

Anna M. Stets

CLERK

8-19-02

Recommendation

CONTRACT

between the

PROVIDENCE SCHOOL BOARD

and the

**ASSOCIATION OF PROVIDENCE
PUBLIC SCHOOL AND STAFF ADMINISTRATORS**

July 1, 2001 to June 30, 2004

AGREEMENT

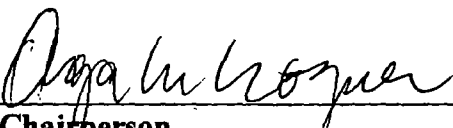
AGREEMENT MADE AND ENTERED INTO on this 25th day of March, 2002 by and between the School Board of the City of Providence (hereinafter referred to as the "Board" and the Association of Providence Public School and Staff Administrators, Local 5, American Federation of School Administrators (hereinafter referred to as "APPSSA") as heretofore ratified pursuant to Section 17-27 of the Providence Code of Ordinances (Section 17-27). The terms and conditions of this Agreement, as amended, shall continue and remain in effect for the period July 1, 2001 to June 30, 2004, except as expressly modified herein.

It is understood by both the Board and APPSSA that, with the exception of City, State and Federal statutes, this Agreement constitutes the entire Agreement between the parties and governs all conditions of all employed school and staff administrators in the Providence School Department; this includes all matters of the work schedule and calendar, working conditions, seniority, professional development expectations, sick leave, sabbaticals and leaves and any other matter associated with the employment of school and staff administrators by the Board.

Invalidity or enforceability of any provision hereof shall be in no way effect the validity or enforceability of any other provision.

Administrators agree to perform their duties and responsibilities in accordance with the laws of the State of Rhode Island and the rules and regulations and directives established by the Board of Education, the Superintendent and/or the Supervisors of the Employee. Further, the Administrators shall furnish and maintain throughout the term of their contract a valid, appropriate State of Rhode Island certificate qualifying them to serve in the capacity assigned.

City of Providence School Board

By: 
Chairperson


Superintendent

Association of Providence Public School and Staff Administrators

By: 
President


Chief Negotiator

PREAMBLE

The Providence School Board and the Association of Providence Public School and Staff Administrators believe that this Contract will create a powerful and effective partnership that will enable every child, in every classroom, in every Providence Public School to reach or exceed high academic standards.

The parties agree that the District's goals and strategies as set forth in "Rekindling the Dream: A framework for reform in the Providence Public Schools," and the "principles of learning" shall serve as the overall guide to achieving the necessary changes.

This agreement is designed to allow the entire Providence community: administrators, teachers, families, students, business, and community partners, to implement standards based reform. The parties agree that this task will require change – change in culture, change in attitudes, change in long-held beliefs, change in business as usual – and acknowledge that this type of change will require intense collaboration, effective communication, consistent and strong leadership, careful planning, and comprehensive training. With this in mind, the parties have constructed this agreement to facilitate the necessary changes that may be needed to create an environment where all children can achieve high academic and character standards.

ARTICLE I UNION RECOGNITION

The School Board recognizes APPSSA as the exclusive bargaining representative for all those persons in the bargaining unit which consists of all certified administrators below the rank of Assistant Superintendent, but excluding those whose position requires the holding of a superintendent's certificate and the person in charge of the Office of Human Resources.

ARTICLE II DUES COLLECTION

The School Board will withhold from the paycheck of each eligible APPSSA administrator an amount of money equal to the Union dues or representation benefit fee, as determined by the Union, and will transmit said moneys to the Union in accordance with the instructions of the Union. An eligible administrator is defined as one whose position requires an administrative certificate, but not a superintendent's certificate. The total amount of such sums deducted shall be forwarded to the Union Treasurer no later than thirty (30) days after each deduction was made, together with the name of individual, the period covered, and such other information as may be necessary to the Union to maintain its records.

ARTICLE III NEGOTIATING RATIOS/CLASSIFICATIONS NEW POSITIONS

When a new administrative position is created that does not fall into a current classification, the salary and the classification in which the position will be placed, will be mutually agreed upon after negotiation between the Superintendent and APPSSA.

ARTICLE IV ASSIGNMENT OF DUTIES

All administrators shall carry out all assigned duties, shall comply with all lawful administrative directives and shall discharge the duties required by the laws of the State of Rhode Island and the policies of the School Board.

ARTICLE V PROBATIONARY PERIOD

1. An employee shall have no seniority rights during the probationary period. Upon completion of the probationary period, he/she shall have seniority in a classification equal to the total period of his/her administrative employment in the Providence School Department.

2. The probationary period for an employee hired or transferred into the Union, during which period the employee may be discharged or transferred from the Unit without recourse by the year, shall be one year, but may be extended to two years at the Superintendent's discretion.
3. In the event of a transfer or promotion of an employee from one classification to another classification within the Union, the first year of employment within the classification to which the employee is transferred or promoted shall be the probationary period during which the employee will not have seniority rights in the classification to which he/she was transferred, and may be transferred back to the former classification if he/she fails to perform satisfactorily the work of the new classification.

ARTICLE VI COMPLAINTS AND HUMAN RESOURCE FILE

Any complaints regarding an administrator by a parent, student, teacher or any other person who identifies him/herself, will promptly be called to the attention of the administrator. No anonymous letter or material will be placed in the Human Resources files of an administrator; and the administrator will be provided with a copy of all signed material. The administrator will have the opportunity to rebut any allegations contained in such material and such rebuttal will become a part of the administrator's file. The administrator will also have the right to avail him/herself of the Grievance Procedure (Article XX) in order to have such material removed from his/her file. All administrators will have the right to examine his/her file upon request, and make copies of what is contained therein.

ARTICLE VII ACTING POSITION

Section A Certification

No one may serve in an acting and/or temporary administrative capacity unless he/she is fully certified for that position, or hold an emergency certificate issued by the State Department of Education.

Section B Seventy-Five Day Limit

If an administrative position is a clear vacancy, i.e., no current Providence administrator has claim to it, then that position must be filled by appointment of the School Board no later than seventy-five (75) business days after the position became clear; the only exception to this is if no one properly certified applies to the position.

Section C

Any administrator who is filling a position in a classification higher than he/she currently holds in an acting or temporary capacity, shall be compensated at the salary schedule for that higher position.

ARTICLE VIII SICK LEAVE

Sick leave shall be granted to administrative/management personnel in accordance with the Union Agreement for teaching personnel adjusted on a pro-rated basis equivalent to two days a month.

ARTICLE XIV EMERGENCY SICK LEAVE BANK

An emergency sick leave bank for administrators will be established in accordance with the Union Agreement for teaching personnel, except that the emergency sick leave bank will be administered by a committee established jointly by the Providence School Board and the APPSSA. This proviso is applicable to all sick leave accrued by an administrator during his/her years of service in the Providence School Department.

ARTICLE X PERSONAL LEAVE

Personal leave shall be granted to administrative personnel in accordance with the Union Agreement for teaching personnel, with three exceptions; viz., personal leave without pay shall not be granted to an administrator if he/she requests such a leave to take employment of any nature elsewhere; the Superintendent may grant sabbatical leaves of absence for study or independent research to those administrators who apply; personal leave without pay for any length of time will be granted to an administrator at the Superintendent's discretion.

ARTICLE XI HEALTH INSURANCE

Administrative management personnel shall be covered by health insurance in the same manner and to the same extent as provided in the Union Agreement for teaching personnel.

ARTICLE XII DOMESTIC PARTNER

Administrators will be granted the same provisions regarding Domestic Partners in accordance with the Union Agreement for teaching personnel.

ARTICLE XIII MEDICAL BENEFITS AFTER RETIREMENT

Any administrator who retires and whose spouse/life partner remains employed by the Providence School Department, shall not be required to purchase medical riders and Delta Dental until such time as the administrator's spouse/life partner is no longer employed by the Providence School Department.

ARTICLE XIV SENIORITY DEFINED

Section A Longevity Pay and Vacation Benefits

Seniority for longevity pay and vacation benefits shall be defined as, and determined by, the total length of service, both as a teacher and administrator, in the Providence School Department.

Section B For Lay-Offs

1. Seniority, for lay-off purposes, is defined as and shall be determined by the total length of service in a full-time administrative position in the Providence School Department. In the event of a tie, total years/months/days of continuous service, both teaching and administrative, within the Providence School Department shall be the tie-breaker.
2. The School Department shall keep a record of each member of the unit showing the classification in which he/she has worked while in the employ of the School Department and the length of time he/she has worked in each full-time administrative position(s). The School Department will furnish the Union with an initial seniority list of the employees in each of the full-time administrative position(s) which reflects the seniority of each such employee as of the date of this policy. The School Department shall hereafter furnish the Union each October with a new list, reflecting the cumulative changes made in the initial listing during the intervening period.
3. An administrator who voluntarily leaves an administrative position and returns to teaching shall forfeit all previously-accrued administrative seniority in the event he/she is promoted again to the administrative ranks.

4. Any administrator who is involuntarily reassigned to teaching (save for performance failure) or who is separated from the Providence School Department (save for performance failure) and who is subsequently recalled to an administrative vacancy, or is promoted to such a position, carries his/her previously-accrued administrative seniority into the new position. Time spent in the teaching ranks or on lay-off between administrative positions, shall not be counted toward administrative seniority.

ARTICLE XV CLASSIFICATIONS

<i>Classification</i>	<i>Positions</i>
<i>(A)</i>	<i>High School Principals</i>
<i>(B)</i>	<i>Executive Directors, Directors, Administrators</i>
<i>(C)</i>	<i>Middle School Principals</i>
<i>(D)</i>	<i>Elementary School Principals</i>
<i>(E)</i>	<i>Supervisors</i>
<i>(F)</i>	<i>Coordinators</i>
<i>(G)</i>	<i>All Assistant Principals, Deans</i>
<i>(H)</i>	<i>All remaining Administrators</i>

ARTICLE XVI LOSS OF SENIORITY

An employee shall lose seniority for the following reasons only:

- a) Voluntary quitting
- b) Discharge
- c) Failure to return after expiration of authorized leave

ARTICLE XVII REQUESTED TRANSFERS

An administrator having served in a position for three years may request a transfer from the position currently held to any vacant assignment with the same title within that classification prior to the appointment of another person to fill the vacancy.

ARTICLE XVIII TRANSFERS WITHIN CLASSIFICATION

The School Department reserves the right to transfer members of the Union within a classification for the good of the system.

ARTICLE XIX TRANSFERS OUT OF CLASSIFICATION

1. After consulting with the appropriate administrators, supervisors and the Union; and after presenting a rationale to the administrator in question and the Union, the Superintendent shall have the right to transfer said administrator to a classification and position below the one held by the administrator. The transfer will not affect the administrator's classification or title on the record; and the administrator will continue to be paid the salary for the position he/she held prior to the transfer.
2. In the event that the Union does not concur with the Superintendent's decision, and chooses to contest that decision, the Union shall challenge the Superintendent's decision at Level 3 of the Grievance Procedure.

ARTICLE XX GRIEVANCE PROCEDURE

It is the declared objective to encourage the prompt and informal resolution of administrator or Union disputes as they arise, and to provide resources to orderly procedures for the satisfactory adjustment of the disputes. Administrators shall be excused from duty without loss of pay in the processing of a grievance.

Definition

A grievance shall mean a complaint or claim by an administrator of the Union filed by the individual administrator or the Union that the administrator or the Union has been treated inequitably or unfairly by reason of an act or condition which is contrary to established policy or practice governing or affecting administrators or the Union or contrary to established professional ethics or standards.

Section A

Level 1 – Superintendent or his/her Designee

1. Any administrator shall submit his/her grievance, in writing, on a Union Grievance Report Form to the designee of the Union.
2. Within five (5) working days after receipt of the grievance, the Union Representative of the designee of the Union shall present the grievance to the Superintendent or his/her designee. The administrator and/or the Union, and the Superintendent's designee shall confer on the grievance within seven (7) work days of the date of presentation by the Union to the Superintendent or his/her designee with a view to arriving at a mutually satisfactory resolution of the complaint. At the conference, the administrator and/or the Union may present the grievance.
3. The Superintendent or his/her designee shall convey his/her decision in writing to the aggrieved administrator and the Union within five (4) work days after said conference.

Section B Level 2 – Board

An appeal of the decision from Level 1 may be made, in writing, signed by the Union, to the Board within ten (10) work days after the decision from Level 1 has been received. A meeting shall be held within fifteen (15) work days after the appeal from Level 1. Present at the meeting shall be the administrator and/or the Union. The administrator and the Union shall receive at least three (3) work days notice of the meeting and shall have an opportunity to be heard. The Superintendent may be present at the meeting to state his/her view. The Board shall notify the administrator and the Union, in writing, of its decision within ten (10) work days after the hearing.

Section C Level 3 – Arbitration

This section shall be the same for administrators as it is in the Union Agreement for teaching personnel from Section 17-5.1 to Section 17-6.4.

ARTICLE XXI ADMINISTRATIVE LAY-OFFS

1. In the event that schools become consolidated or any position is abolished, administrators shall be reassigned first, on the basis of seniority, to the position held by the least senior administrator within that classification for which the more senior administrator is certified. If the more senior administrator cannot qualify for a position within that classification, he/she falls under the provisions of the following paragraph.
2. That displaced administrator shall then be reassigned, on the basis of seniority, to the position held by the least senior administrator within that classification for which the more senior administrator has been displaced. (See ARTICLE XV) The Superintendent or his designee shall determine the specific administrative assignment.
3. The provisions of the previous paragraph shall be repeated for each displaced administrator.
4. The last displaced administrator shall then be assigned to work of a similar or comparable nature, if such work exists, or to a teaching position within the person's area(s) of certification in accordance with the provisions of Article 14, Section 14 (Reassigned Teachers) of the Collective Bargaining Agreement with the Providence Teachers Union with the proviso that he/she has had experience as a full-time teacher within the Providence School Department.

ARTICLE XXII CENTRAL ADMINISTRATORS' HOLIDAYS, VACATION BENEFITS, WORK DAY

Section A Holidays

1. Twelve month administrative personnel shall work all weekdays except the following holidays:

New Years Day
Washington's Birthday
Good Friday
Memorial Day
Independence Day
V.J. Day
Labor Day
Columbus Day
Veterans' Day
Election Day
Thanksgiving Day
Day after Thanksgiving Day
Christmas Day

and any other Federal, State or local legal holiday that may be established and other vacation days taken within the allowable unit.

2. When a holiday for 12-month administrators falls on a Saturday, the Friday before the holiday will be considered a holiday day for these administrators unless it is a scheduled school day.

Section B

1. The work day for all central-level administrators shall be eight hours.
2. All central-level administrative personnel shall receive a one hour duty-free lunch.
3. All central-level administrative personnel shall attend meetings beyond the work day, directly related to their specific job functions, unless excused by their immediate supervisor.

Section C Vacation Benefits

1. Twelve-month personnel shall accrue vacation at the rate of twenty-five (25) days per year for administrators with ten (10) or less years of administrative seniority, and at the rate of thirty (3) days per year for personnel with more than ten (10) years of administrative seniority within the Providence School Department.

2. For employees with more than three (3) months of service, but less than one (1) year of service within the Providence School Department, vacations may be granted on a pro-rated basis.
3. Employees changing from ten-month administrative employment to twelve (12) month administrative employment, who have not accrued three (3) months of service before the month of July, may take vacations upon a pro-rated basis.
4. Vacations will normally be taken within a reasonable time after being earned, but in no case will accumulation of earned vacation entitlement be permitted to exceed sixty (60) days. Administrative employees listed above shall have the option of requesting the days of vacation to be taken, subject to work load and requirements of their assigned duties. Every effort will be made to maintain adequate coverage to properly implement the duties of each office. Holiday and sick leave days which fall within any vacation period shall not count as a vacation day.

ARTICLE XXIII BUILDING ADMINISTRATORS' WORK DAY, YEAR

Section A Work Year

The work year for elementary principals and for all levels of assistant principals is 204 days; the work year for middle school principals in the year 2001-2002 will be 204 days, 206 days in 2002-2003, and 208 days in 2003-2004; the work year for high school principals in the year 2001-2002 will be 204 days, 206 days in 2002-2003, and 210 days in 2003-2004. Building level administrators will work all those days when the entire faculty is required to be present, five (5) days are to be mutually agreed upon between the individual principal and his/her supervisor, and the remaining days established by the Superintendent. In schools with an assistant principal or principals, the five mutually agreed upon days for all administrators within a particular building must be taken as a whole; i.e., they must work together as a unit. An administrator's work-day calendar will be published by the Superintendent no later than May 31st of the preceding year.

Section B Work Day

The work day for all building-level administrators shall be eight (8) hours and shall include a one hour duty-free lunch, preferably on site. Building-level administrators shall attend all meetings beyond the work day related to their specific job functions consistent with past practices, unless excused by their immediate supervisor.

ARTICLE XXIV EVALUATION PROCEDURE

Section A Yearly Evaluations

Every administrator will be evaluated on an annual basis; the Superintendent or his/her designee and representative of APPSSA will mutually-agree upon the timelines, procedures and instruments to be used for these evaluations.

Section B Appeals Process

1. If an administrator disagrees with his/her evaluation because of perceived errors in the process, or what he/she perceives as errors of fact, then the administrator accompanied by a representative of APPSSA, if he/she so wishes, will have an opportunity to meet with his/her supervisor to present his/her case for changing the original evaluation.
2. If in the Union's view and after the administrator has availed him/herself of the initial appeal as delineated in the preceding paragraph, the evaluation remains flawed because of substantive errors of process, errors of fact, and/or arbitrary and capricious conduct by the supervisor, the School Department and APPSSA will mutually choose a second evaluator to review and evaluate the administrator in question independently of the initial evaluation. Following the second independent evaluation, the Superintendent shall consider both evaluations, all relevant facts, and information presented during the appeal, and after consulting with APPSSA, make a determination as to the final evaluation. This shall become the final product for the year in question.

ARTICLE XXV Growth Plan

1. In the event that an administrator receives an unsatisfactory evaluation of the end of a school year as defined in the model chosen for that particular group of administrators (e.g., high school principal, special education supervisors, etc.), then that administrator will have one additional year in which to improve his/her evaluation by receiving a satisfactory evaluation the second year, or suffer the loss of his/her administrative position. The second year-to-improve will involve placing the administrator on a "Growth Plan".
2. Except in cases of illegality or clearly arbitrary conduct, defined for purposes of this evaluation/growth plan as being conduct which is violative of the substantive provisions of the model, APPSSA will not contest the administrator being removed from his/her administrative position if, after a year on a Growth Plan, the administrator continues to receive an unsatisfactory evaluation as herein defined.

3. Said administrator will be reassigned to a teaching position within the Providence School Department in their area of certification if he/she previously held a teaching position in Providence.

ARTICLE XXVI SALARY SCHEDULE

Section A Ratios

1. Ratios for the year 2001-2002 will be computed using the teachers' 183-day maximum salary as is in place under the collective bargaining agreement between the Providence School Board and the Providence Teachers' Union for the 2000-01 school year.

Master Principals (12 month)	2.093
Executive Directors (12 month)	1.830
High School Principals (204 days)	1.642
Directors (12 month)	1.579
Administrators (12 month)	1.549
High School Principal Coaches (230 days)	1.851
Middle School Principal Coaches (230 days)	1.705
Elementary School Principal Coaches (230 days)	1.633
Deans of Teaching and Learning (12 month)	1.579
Middle School Principals (204 days)	1.513
Elementary School Principals (204 days)	1.449
12 Month Supervisors/School Coordinators (12 month)	1.479
High School Assistant Principals (204 days)	1.405
Middle School Assistant Principals (204 days)	1.350
Elementary School Assistant Principals (204 days)	1.309
12 Month Coordinators (12 month)	1.307

2. Ratios for the years 2002-2003 and 2003-2004 will be computed using the teachers' 187-day maximum salary for each of these respective years.

Master Principals (12 month)	2.005
Executive Directors (12 month)	1.765
High School Principals (206 days 2002-2003)	1.590
(210 days 2003-2004)	1.621
Directors (12 month)	1.515
Administrators (12 month)	1.486
High School Principal Coaches (230 days)	1.776
Middle School Principal Coaches (230 days)	1.636
Elementary School Principal Coaches (230 days)	1.567
Deans of Teaching and Learning (12 month)	1.515
Middle School Principals (206 days 2002-2003)	1.466
(208 days 2003-2004)	1.480
Elementary School Principals (204 days)	1.390
12 Month Supervisors/School Coordinators (12 month)	1.419
High School Assistant Principals (204 days)	1.348
Middle School Assistant Principals (204 days)	1.295
Elementary School Assistant Principals (204 days)	1.256
12 Month Coordinators (12 month)	1.254

3. In the event that the Providence Teachers Union does not have a contractual agreement with the Providence School Board for either 2002-2003 or 2003-2004, the School Department and APPSSA agree to renegotiate the ratios for each of these respective years; however, during said negotiations the ratios and compensation established in Section A, Paragraph 1, will remain in effect.

Section B Principals Large School Stipends

1. Principals of schools with enrollments of between 550 and 849 students will receive an additional stipend of \$1,000 per year; principals with between 850 and 1,099 students will receive a yearly stipend of \$1,500 per year; and principals with over 1,100 students will receive a yearly stipend of \$2,000. The actual enrollment will be determined by the Resident Average Daily Membership computed at the end of the school year by the School Department; the stipend checks, if applicable, will be issued at that time.
2. This compensation will be included in an administrator's total gross yearly salary for retirement purposes.

Section C Professional Advancement Schedule

Payment for advanced degrees will be made for administrators in accordance with the Union Agreement for teaching personnel, but only for those degrees beyond those required in the job specifications for a particular administrative position.

Section D Longevity Pay

Longevity Pay for administrative personnel will be made in accordance with the Union Agreement for teaching personnel, but the years of service is defined as both teaching and administrative time, all of which time must have been served as a certified employee of the Providence School Department.

ARTICLE XXVII SATURDAY/SUMMER PROGRAMS

1. The Superintendent may designate certain Saturday or summer programs as a "Supplementary Program or Programs" thus calling for additional compensation for the administrator thus employed.
2. In the event that additional administrative opportunities arise for Saturday programs, administrators' compensation will be determined by multiplying the teachers' after-school hourly rate for that given year, by the elementary principals' ratio for the same year. Compensation for summer programs will be a stipend whose amount shall be determined by the School Department.
3. Building-level administrators in whose building the employment opportunity occurs will be given first consideration for this employment. If this building-level administrator chooses not to take the position offered and other administrators apply, the position will be awarded by the supervisor after judging the qualifications of the respective applicants.

ARTICLE XXVIII MANAGEMENT CLAUSE

Except as abridged or restricted by any provision in this agreement or by applicable law, the Employer shall have the exclusive right to supervise and control all of its departments, schools, and employees, to issue reasonable rules and regulations, and to exercise any and all rights and authority granted to the City as an employer by statute, ordinance, and applicable regulations, and to comply with its responsibilities thereunder. The Employer agrees that no such rights or authority shall be exercised in violation of this agreement. Further, the exercise of rights normally entrusted to management shall be subject to any obligations the Employer may have under Rhode Island law.

IN CITY COUNCIL

APR 18 2002

Received and Referred
to the Committee on Finance

Michael R. Clement
CLERK
Cm

THE COMMITTEE ON

Finance

Recommends

Anne M. Stetson

CLERK

5/1/02

5-22-02.

P. Hrg to be held (5/22)

Public hearing held

Providence School Department
Three Year Cost of Proposed Agreement with APPSSA
4/22/2002

	<u>Year 1 (2001-02)</u>	<u>Year 2 (2002-03)</u>	<u>Year 3 (2003-04)</u>
Salaries Percentage Increase	\$ 250,000	\$ 520,000	\$ 700,000
Salary Increase	85,000	87,000	90,000
Large School Stipend	15,500	15,500	15,500
Prescriptions	-	(30,000)	(40,000)
Extra Days for Principals	-	12,000	12,000
Elimination of Comp. For After school	(20,000)	(50,000)	(50,000)
Annual Cost	\$ 330,500	\$ 554,500	\$ 727,500
Cumulative Cost	\$ 330,500	\$ 1,215,500	\$ 2,828,000