Calvert - St. Mary's Metropolitan Planning Organization

Unified Planning Work Program

Fiscal Year 2016

July 1, 2015 – June 30, 2016

Adopted: ____June 17, 2015

Calvert - St. Mary's Metropolitan Planning Organization

Housed within the offices of:

St. Mary's County Department of Land Use and Growth Management

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Calvert - St. Mary's Metropolitan Planning Organization

<u>Member</u>	Empowered Representative
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Todd Morgan, St. Mary's County Commissioner	Philip Shire, Director, St. Mary's County Department of Land Use and Growth Management
Pete K. Rahn, Secretary, Maryland Department of Transportation (MDOT)	Donald A. Halligan, Director of Planning and Capital Programming, MDOT

RESOLUTION BY THE CALVERT – ST. MARY'S METROPOLITAN PLANNING ORGANIZATION COUNCIL ADOPTING THE FY 2016 UNIFIED PLANNING WORK PROGRAM

WHEREAS, the Calvert - St. Mary's Metropolitan Planning Organization was established to conduct regional transportation planning for the Calvert - St. Mary's MPO area in accordance with Federal requirements; and

WHEREAS, the Calvert - St. Mary's Metropolitan Planning Organization Council (Council) is the governing body for the Calvert - St. Mary's Metropolitan Planning Organization; and

WHEREAS, the Maryland Department of Transportation and the Calvert - St. Mary's Metropolitan Planning Organization prepared the FY 2016 Unified Planning Work Program (UPWP); and

WHEREAS, the FY 2016 UPWP was presented at a public meeting of the Council on June 17, 2015 and consistent with the requirements of the Metropolitan Planning Organization's adopted Public Participation Process a 15-day public comment period extending from June 2, 2015 through June 16, 2015 was instituted prior to the public meeting; and

NOW THEREFORE, BE IT RESOLVED that the Council does hereby adopt the FY 2016 UPWP for the Calvert - St. Mary's Metropolitan Planning Organization area.

Council Chairperson

Date

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A. Metropolitan Transportation Planning

The 2010 U.S. Census established the Lexington Park—California—Chesapeake Ranch Estates Urbanized Area (See Figure 1) based on a contiguous area population of 58,000. At greater than 50,000 people the Lexington Park—California—Chesapeake Ranch Estates areas met the criteria for designation as an Urbanized Area and therefore a Metropolitan Planning Organization (MPO) was required to be established for handling transportation planning coordination for the area. In accordance with the U.S. Department of Transportation requirements a MPO was designated by Maryland Governor Martin O'Malley on December 31, 2013.

Since the 1960's the federal government has established urban transportation planning requirements in all metropolitan areas, as a prerequisite to the approval of federal transportation funding (23 CFR Part 450 and 49 CFR Park 613). The regulations require a continuing, comprehensive and cooperative (3-C) planning process for all Urbanized Areas. The Calvert - St. Mary's MPO is the planning agency responsible for transportation planning within the identified planning area in accordance with federal regulations.

In 1991, the Intermodal Surface Transportation Efficiency Act (ISTEA) was passed. This act revised some of the established regulations and procedures and placed a new emphasis on MPOs. As part of this Act the MPO planning process has been more specifically defined and new planning requirements have been prescribed.

In 1998, the Transportation Equity Act for the 21st Century (TEA-21) was passed continuing the initiatives of the 1991 Act and adding several new provisions and programs.

In 2005, the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) was passed, building on the foundation established by ISTEA and TEA-21 and representing the largest surface transportation investment in the nation's history. SAFETEA-LU expired in 2009 and after a series of Continuing Resolutions, Moving Ahead for Progress in the 21st Century (MAP-21) was signed into law by President Barack Obama in July 2012.

MAP-21 is a two year bill that seeks to build on and refine many of the highway, transit, bicycle and pedestrian programs and policies established by ISTEA in 1991. MAP-21 seeks to focus the federal aid program on the following national goals:

- 1. Safety;
- 2. Infrastructure Condition;
- 3. Congestion Reduction;
- 4. System Reliability;
- 5. Freight Movement and Economic Vitality;
- 6. Environmental Sustainability; and
- 7. Reduced Project Delivery Delays.

Figure 1: Lexington Park—California—Chesapeake Ranch Estates Urbanized Area

This Unified Planning Work Program (UPWP) is a cooperative planning effort by federal, state and local transportation agencies serving the Calvert - St. Mary's MPO Area, and serves as the annual work program for the MPO. The purpose of the UPWP is to describe and coordinate all transportation planning activities to be completed with federal, state and local resources during the next fiscal year, and is designed to make the transportation planning process consistent with the appropriate federal regulations, as listed above. Included in the UPWP is a budget detailing how each fund source will be utilized. The UPWP is revised and adopted annually.

B. Unified Planning Work Program Development Process

The Fiscal Year (FY) 2016 Unified Planning Work Program (UPWP) outlines the planning activities to be performed by all state, regional, and local participants involved in the Calvert - St. Mary's MPO. It defines the regionally agreed upon planning priorities and the roles and responsibilities of the various participants in this process.

The work program reflects a careful consideration of critical transportation issues currently facing the region, as well as the analytical capabilities necessary to address them. The UPWP is required as a basis and condition for all federal funding assistance for transportation planning by the joint planning regulations of the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA).

It is through the FY 2016 UPWP, that the Calvert - St. Mary's MPO, acting as the designated metropolitan planning organization (MPO) will address and support the short-term and long range transportation planning priorities of the Lexington Park—California—Chesapeake Ranch Estates Urbanized Area.

The UPWP is funded through an 80 percent planning grant provided by FHWA and FTA and a 20 percent match provided by Maryland Department of Transportation (MDOT) and the local governments of the Lexington Park—California—Chesapeake Ranch Estates Urbanized Area. Federal funding sources include Title 1, Section 112 metropolitan planning funds (Federal Highway Act (PL-93-87) and Title III, Section 5303 metropolitan planning funds. The total funding proposed for the FY 2016 transportation planning activities for the Calvert - St. Mary's County MPO region is \$215,000. This amount includes funds not programmed in FY 2015 and carried over to FY 2016.

The UPWP is typically developed annually beginning in March and approved in June, and is the result of continued cooperation among State (specifically transportation, air quality and planning agencies), local and regional entities. The work tasks delineated in the UPWP are performed primarily by MPO staff, with support provided by other functioning units within the local governments. Specific elements of the UPWP, at times, are contracted to consultants in accordance with the work program project descriptions and the budget. UPWP funds are also "passed through" to local jurisdiction members of the Calvert - St. Mary's MPO.

II. Organization and Management	

A. Metropolitan Planning Organization

The Calvert - St Mary's MPO is the primary agency responsible for transportation planning within the MPO's Planning Area. The primary governing body consists of voting representatives from the Maryland Department of Transportation, Calvert County, and St. Mary's County.

B. Technical Advisory Committee

The Calvert - St. Mary's MPO will be establishing a Technical Advisory Committee (TAC) comprised of technical representatives such as planners and engineers. The TAC provides technical expertise and develops recommendations to assist the Council by reviewing and recommending revisions to the planning process, data collection, forecasts, the Long-Range Transportation Plan, the Transportation Improvement Program and the UPWP. The current TAC voting membership includes representation from the various member jurisdictions, as well as from transportation organizations and relevant state agencies. The TAC can include representation from all modes of transportation in addition to various levels of government, and this provides the opportunity to achieve a unified transportation planning effort.

C. MPO Staff

The Calvert - St. Mary's MPO staff consists of personnel from the Calvert County Department of Community Planning and Building and the St. Mary's County Department of Public Works and Transportation and Department of Land Use and Growth Management. The staff manages the operations of the MPO as directed by the Council and recommendations of a TAC and coordinates all planning projects and activities identified by the Council. The staff also acts as a local liaison to the State and federal agencies involved in transportation planning within the Metropolitan Planning Area.

Calvert County also provides support services to the MPO, including fiscal and procurement services. St. Mary's County provides support services to the MPO by acting as the administrative agent.

D. Organizational Procedures and Bylaws

The MPO will be establishing and adopting organizational procedures and bylaws in order to determine the operation of the MPO. The MPO records are available for public inspection at the offices of St. Mary's County Department of Land Use and Growth Management during normal business hours, Monday through Friday.

III. Work Program by Task

A. Metropolitan Planning

Task: 1. Transportation Improvement Program

Objective:

To develop and maintain the Calvert - St. Mary's MPO Transportation Improvement Program (TIP) for FY 2015-2018 as specified by the federal urban transportation planning requirements.

Previous Work:

N/A

Methodology:

Compile a comprehensive list of federally-funded and regionally significant transportation improvements recommended for implementation during the 4-year program period. The document will represent the region's transportation priorities and include realistic financially-constrained cost estimates.

End Product:

FY 2015 - 2018 Calvert - St. Mary's MPO Transportation Improvement Program and Amendments

Staffing:

MDOT and MPO staff

Funding:

Funding for this task totals \$5,000 in FY 2016, as listed below by source. The task will continue beyond FY 2016 and additional funds will be programmed to complete the task.

Source	Funding (\$'s)
FHWA	2,720
FTA	1,280
MDOT	500
Local	500
Total:	5,000

Task: 2. Unified Planning Work Program

Objective:

To develop and if necessary, amend the Calvert - St. Mary's MPO Unified Planning Work Program (UPWP) for FY 2017, as specified by the federal urban transportation planning requirements.

Previous Work:

N/A

Methodology:

This task will be performed by the MPO and MDOT with assistance from FHWA and FTA. Specific tasks to be included in the FY 2017 will be based in part on organizational activities undertaken during the previous year's UPWP.

End Product:

FY 2017 Calvert - St. Mary's MPO Unified Planning Work Program

Staffing:

MDOT and MPO staff

Funding:

Funding for this task totals \$5,000 in FY 2016, as listed below by source.

Source	Funding (\$'s)
FHWA	2,720
FTA	1,280
MDOT	500
Local	500
Total:	5,000

Task: 3. Long Range Transportation Plan

Objective:

The Calvert – St. Mary's MPO will prepare a Long Range Transportation Plan for the Metropolitan Region as required by US DOT planning regulations.

Previous Work:

N/A

Methodology:

Current Comprehensive Plans will be reviewed, and traffic counts and transit ridership data will be collected and analyzed. Projections of future transportation needs will be developed and a financial trend analysis will be prepared to determine available funding. Cost estimates of anticipated needs will be developed and a financially constrained plan of highway and transit improvements will be prepared.

Consistent with the expectations of MAP-21, a major component of this Plan will include the development of performance based planning and programming goals and objectives to achieve desired and measurable transportation system performance outcomes.

The Calvert - St. Mary's MPO staff will be heavily involved with other aspects of the update including, but not limited to, organizing public participation and outreach efforts, assisting in managing the project team, leading the review process, coordinating the Plan adoption process, and coordinating data needs. The C-SMMPO's adopted Public Participation Plan will be followed to ensure public participation.

End Product:

A Long Range Plan for the Region

Staffing:

MDOT, MPO, and Consultant staff

Funding:

Funding for this task totals \$15,000 in FY 2016, as listed below by source, which represents Calvert - St. Mary's MPO staff time allocated to compiling background information, project management, and public participation and outreach. Consultant services will be provided by a contractor through MDOT's on-call contract.

Source	Funding (\$'s)
FHWA	8,160
FTA	3,840
MDOT	1,500
Local	1,500
Total:	15,000

B. MPO Administration

Objective:

Significant organizational and MPO development activities have been completed over the last year. These activities include the establishment of a Council, development and ratification of a Memorandum of Understanding and Master Agreement, and the Public Participation Plan. Further organizational and MPO development activities will be undertaken to further establish the C-SMMPO. These activities include adoption of the draft Public Participation Plan and the development and adoption a Prospectus and Bylaws.

This task also includes typical administrative duties associated with daily operations of staffing the MPO and its activities. In addition to these daily operations, during FY 2016 the following on-going activities are anticipated:

- Staff training Staff will continue to receive training on the federally prescribed Metropolitan Transportation Planning Process. This item is timely given the passage of the Moving Ahead for Progress in the 21st Century (MAP-21) enacted in 2012. This training will include opportunities offered through membership, participation, and attendance of conferences and training activities of the Association of Metropolitan Planning Organizations (AMPO);
- Review and Revision of Governing and Planning Documents Calvert St. Mary's MPO Staff will conduct an ongoing review with recommended revisions, when necessary, to documents previously adopted by the Calvert St. Mary's MPO Council, including, but not limited to the Bylaws and Prospectus and the Public Participation Plan.

Managing the Calvert - St. Mary's MPO includes all of the activities that need to be performed to keep the Calvert - St. Mary's MPO operational. These activities include, but are not limited to, the following:

- Manage the daily operations of the MPO, including time allocated to various aspects of project management;
- Contract administration between the MPO and other entities and vendors;
- Calvert St. Mary's MPO accounting and financial requirements;
- Continued maintenance of the Calvert St. Mary's MPO invoice tracking database;
- Prepare monthly or quarterly reimbursement requests and progress reports;
- Staff and support Calvert St. Mary's MPO Council and Technical Advisory Committee;
- Represent the Calvert St. Mary's MPO at meetings and conferences; and
- Attend training, conferences, and seminars to ensure the Calvert St. Mary's MPO Staff involved in these activities are knowledgeable about the federal and state regulations that the Calvert St. Mary's MPO must follow; and
- Develop an MPO website.

Previous Work:

N/A

Methodology:

These sub-tasks will be performed by the Calvert - St. Mary's MPO and MDOT. The developmental work will be based in some degree on Maryland's other small MPOs and will be consistent with federal MPO Guidelines.

End Product:

- Training of Calvert St. Mary's MPO Staff.
- Prepare and adopt Calvert St. Mary's MPO governing documents to include the Prospectus and Bylaws, and the Public Participation Plan
- Calvert St. Mary's MPO Invoice tracking database to streamline internal efforts to prepare reimbursements, as well as to process invoices.

Staffing:

MDOT and MPO staff

Funding:

Funding for this task totals \$20,000 in FY 2016, as listed below by source. The task will continue beyond FY 2016 and additional funds will be programmed to complete the task.

Source	Funding (\$'s)
FHWA	10,880
FTA	5,120
MDOT	2,000
Local	2,000
Total:	20,000

C. Special Studies

Task 1: Transportation Equity Planning

Objective:

These tasks will be to ensure equitable decision-making in the regional transportation planning process.

Previous work:

Public Participation Plan

Methodology:

Developing transportation equity planning related to the priority of public participation in the planning process, the issue of equity planning has gained heightened awareness in the transportation field. Equity is a general term that considers the distributive "fairness" of decisions, projects, and services. A subset of the issue is environmental justice, which considers how decisions specifically affect minority and low-income individuals.

The overall task requires various end products to ensure consistency with various statutory/regulatory authorities including, but not limited to the following:

- Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d et seq., 78 stat. 252), (prohibits discrimination on the basis of race, color, national origin);
- Federal-Aid Highway Act of 1973, (23 U.S.C. § 324 et seq.), (prohibits discrimination on the basis of sex);
- Section 504 of the Rehabilitation Act of 1973, (29 U.S.C. § 794 et seq.), as amended, (prohibits discrimination on the basis of disability):
- The Age Discrimination Act of 1975, as amended, (42 U.S.C. § 6101 et seq.), (prohibits discrimination on the basis of age);
- Americans with Disabilities Act of 1990, as amended, (42 U.S.C. § 12101 et seq.), (prohibits discrimination on the basis of disability);
- 49 C.F.R. Part 21 (entitled Nondiscrimination In Federally-Assisted Programs Of The Department Of Transportation—Effectuation Of Title VI Of The Civil Rights Act Of 1964);
- 49 C.F.R. Part 27 (entitled Nondiscrimination On The Basis Of Disability In Programs Or Activities Receiving Federal Financial Assistance);
- 49 C.F.R. Part 28 (entitled Enforcement Of Nondiscrimination On The Basis Of Handicap In Programs Or Activities Conducted By The Department Of Transportation);
- 49 C.F.R. Part 37 (entitled Transportation Services For Individuals With Disabilities (ADA));
- 23 C.F.R. Part 200 (FHWA's Title VI/Nondiscrimination Regulation);

- 28 C.F.R. Part 35 (entitled Discrimination On The Basis Of Disability In State And Local Government Services);
- 28 C.F.R. section 50.3 (DOJ Guidelines for Enforcement of Title VI of the Civil Rights Act of 1964)

End product:

- Complete Regional Title VI Plan
- Complete Regional Environmental Justice Evaluation
- Complete Limited English Proficiency Plan

Staffing:

MDOT, MPO, and Consultant staff

Funding:

Funding for this task totals \$15,000 in FY 2016, as listed below by source. The task will continue beyond FY 2016 and additional funds will be programmed to complete the task.

Source	Funding (\$'s)
FHWA	0
FTA	12,000
MDOT	1,500
Local	1,500
Total:	15,000

Task 2: Cove Point Road (MD 497) Sidewalk Feasibility Study

Objective:

Determine the feasibility of providing a pedestrian trail or sidewalk on Cove Point Road from the Cove Point Park easterly to Little Cove Point Road.

Previous work:

Possible SHA research

Methodology:

The organization will seek professional consulting services to assist with the completion of this task. The task will include recommendations for possible alignments, potential for land taking or the need for acquisitions resulting in improved pedestrian connectivity to the park facilities. The task will focus on benefits to pedestrians and mobility, physical constraints, environmental (natural resources and community) impacts, preliminary cost estimates, public consideration, and ownership and management.

End product:

Contingent upon available funding, the anticipated deliverables for this task will include a Final Report containing the following: cyclist and pedestrian counts; design guidelines; potential funding sources; planning-level cost estimates as well as several design illustrations for the preferred improvements.

Staffing:

Calvert County, MPO, SHA, and Consultant staff

Funding:

Funding for this task totals \$25,000 in FY 2016, as listed below by source.

Source	Funding (\$'s)
FHWA	13,600
FTA	6,400
MDOT	2,500
Local	2,500
Total:	25,000

Task 3: Road Connections in Lusby Town Center

Objective:

Determine the feasibility of the connection of Lusby Lane to the intersection of Gunsmoke Trail and Thunderbird Drive.

Previous work:

None

Methodology:

The organization will seek professional consulting services to assist with the completion of this task. The task will include recommendations for possible alignments, potential for land taking or the need for acquisitions resulting in improved vehicular flow and connectivity in Chesapeake Ranch Estates. The work will focus on benefits to traffic flow and mobility, physical constraints, environmental (natural resources, and community) impacts, preliminary cost estimates, public consideration, and ownership and management.

End product:

Contingent upon available funding, the anticipated deliverables for this task will include a Final Report containing the following: current and future traffic conditions at identified intersections; vehicular, cyclist, and pedestrian counts at identified intersections; short, mid, and long-term solutions to improve conditions along Lusby Lane, Gunsmoke Trail and Thunderbird Drive; design guidelines; potential funding sources; planning-level cost estimates for each proposed recommendation; as well as several design illustrations for the preferred improvements.

Staffing:

Calvert County, MPO, SHA, and Consultant staff

Funding:

Funding for this task totals \$25,000 in FY 2016, as listed below by source.

Source	Funding (\$'s)
FHWA	20,000
FTA	0
MDOT	2,500
Local	2,500
Total:	25,000

Task 4: Lexington Park Development District Complete Streets Plan

Objective:

Develop a prioritized phasing of transportation improvements and Complete Streets projects within the Lexington Park Development District of St. Mary's County.

Previous work:

Lexington Park Development District Master Plan

Methodology:

The organization will seek professional consulting services to assist with the completion of this task. The task will include analyzing existing and future transportation conditions for all modes of transportation within the Lexington Park Development District, and developing and prioritizing transportation improvements based on the Lexington Park Development District Master Plan. Roadway improvements will be analyzed using traffic modeling software to determine level of service based on current and future traffic volumes. A performance measures-based scoring system will be developed for pedestrian, bicycle and transit improvements that will allow the proposed improvements to be analyzed in comparison to the existing conditions.

End product:

Contingent upon available funding, the anticipated deliverables for this task will include:

- A Final Plan Report summarizing the following:
 - Existing transportation conditions summary maps of existing streets, sidewalks, bike lanes, trails, and bus stops, and transportation improvements proposed in the Lexington Park Development District Master Plan; and
 - Future transportation improvements prioritization, phasing and summary of transportation improvements including maps, concepts plans, traffic modeling, phasing, planning-level cost estimates and scenarios for phasing improvements.
- GIS mapping files and database of existing transportation network and proposed improvements;
- Concept plans illustrating each of the transportation improvements. The illustrations will
 include Complete Street concepts for proposed new streets that include stormwater
 management and considerations of Complete Streets elements such as traffic calming
 treatments, sidewalks, bike lanes, landscaping, access management, lighting and
 furniture:
- Cost estimates for transportation improvements recommended in the Lexington Park Development District Master Plan; and

• Traffic Modeling analysis results and prioritization matrix of scenarios based on implementing incremental phased transportation improvements and scoring matrix of pedestrian, bicycle and transit modes of transportation.

Staffing:

St. Mary's County, MPO, SHA, and Consultant staff

Funding:

Funding for this task totals \$80,000 in FY 2016, as listed below by source. The task will continue beyond FY 2016 and additional funds will be programmed in FY 2017 to complete the task.

Source	Funding (\$'s)
FHWA	54,000
FTA	10,000
MDOT	8,000
Local	8,000
Total:	80,000

Task 5: Transit Improvement Cost Estimates for St. Mary's County

Objective:

Develop cost estimates for transit improvements recommended in the 2013 St. Mary's County Transit Development Plan.

Previous work:

2013 St. Mary's County Transit Development Plan

Methodology:

The organization will seek professional consulting services to assist with the completion of this task. The task will include developing cost estimates for improvements recommended in the 2013 St. Mary's County Transit Development Plan. The cost estimates will be developed as needed for the following:

- Modifying existing routes for connectivity and reducing transfers. Adding the new routes and extending the service times as recommended in the Transit Development Plan;
- Implementing bus stop safety improvements, signs, driver training, and an education and marketing campaign;
- Updating vehicle destination signs by either changing current scroll signs or electronic signs;
- Updating and printing an information booklet that includes revised schedules and maps;
- Developing and distributing marketing materials to promote new routes and the new flag/bus stop policy; the cost of an advertising campaign;
- Developing and implementing a real-time information package and installing the information at bus stops. Updating the St. Mary's Transit System (STS) website and marketing its availability to riders and the general public;
- Equipping STS vehicles with electronic fareboxes and the cost of training and announcements to inform riders how to use them;
- Installing 24 additional cameras and additional bike racks on buses;
- Designing, constructing, and maintaining improved facilities at Tulagi Place, including a pavilion-like shelter and driver restrooms; and
- Designing, constructing, and maintaining a large bus shelter at the St. Mary's County Regional Airport.

End product:

Cost estimates spreadsheet and cost estimating methodology.

Staffing:

St. Mary's County, MPO, and Consultant staff

Funding:

Funding for this task totals \$20,000 in FY 2016, as listed below by source.

Source	Funding (\$'s)
FHWA	0
FTA	16,000
MDOT	2,000
Local	2,000
Total:	20,000

IV. <u>Budget</u>

BUDGET

Calvert - St. Mary's Metropolitan Planning Organization FY 2015 Unified Planning Work Program

Adopted: 6/17/15

Source of Funding by Task

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	UPWP	FHWA	FTA	MDOT	Local	Grand Total
A.	CORE PLANNING subtotal	\$13,600	\$6,400	\$2,500	\$2,500	\$25,000
	1. TIP	\$2,720	\$1,280	\$500	\$500	\$5,000
	2. UPWP	\$2,720	\$1,280	\$500	\$500	\$5,000
	Long Range Transportation Plan	\$8,160	\$3,840	\$1,500	\$1,500	\$15,000
В.	MPO ADMINISTRATION subtotal	\$10,880	\$5,120	\$2,000	\$2,000	\$20,000
C.	SPECIAL STUDIES subtotal	\$87,600	\$44,400	\$16,500	\$16,500	\$165,000
	Transportation Equity Planning	\$0	\$12,000	\$1,500	\$1,500	\$15,000
	Cove Point Road (MD497) Sidewalk Feasibility Study	\$13,600	\$6,400	\$2,500	\$2,500	\$25,000
	3. Road Connections in Lusby Town Center	\$20,000	\$0	\$2,500	\$2,500	\$25,000
	4. Lexington Park Development District Complete Streets Plan	\$54,000	\$10,000	\$8,000	\$8,000	\$80,000
	5. Transit Improvement Cost Estimates for St. Mary's County	\$0	\$16,000	\$2,000	\$2,000	\$20,000

TOTAL: \$112,080 \$55,920 \$21,000 \$21,000 \$210,000
