ARCHITECTURAL/ENGINEERING SUPPLEMENTAL CHECKLIST

Required Attachments: Scope of Services, including location, de deliverables, and other information as required Risk Management	escription of project, services required,
Will services be performed within 50 feet of CTA train or other railro Will services be performed on or near a waterway?	☐Yes ☐No Description:
AVIATION CONSTRUCTION SUPPLEM	ENTAL CHECKLIST
DOA sign-off for final design documents: Yes No	
Required Attachments: Copy of Draft Contract Documents and Detailed Specifications.	
Risk Management: Current Insurance Requirements prepared/approved by Risk Management Will work be performed within 50 feet of CTA or ATS structure or prowill work be performed airside? Yes \(\sqrt{NOTE} \) No \(\sqrt{NOTE} \).	operty? Yes 🗌 No 🗌
COMMODITIES SUPPLEMENTAL	
Required Attachments: Detailed Specifications (Scope of Services product, delivery location, user department contact, price escalation contract term and extension options, Contractor's qualifications, cita statutes or regulations, citation of any applicable technical standards and other exhibits and attachments as appropriate.	considerations, Bidder's qualification, tion of any applicable City/State/Federal s and Price Lists/Catalogs, technical drawings
If Modification request, please verify and provide the following:	S. S. R. B.
Contractor's Name:	Noncour Dwy
Contractor's Address:	APPROVED. 507 CONDITIONALLY APPROVED
Contractor's e-mail Address:	RETURN TO DEPT
Contractor's Phone Number:	DISAPPROVED.
Contractor's Contact Person:	
CONSTRUCTION SUPPLEMENTAL	CHECKLIST
Required attachments: Copy of Draft (80% Completion), Contract Documents and Detailed S Risk Management	
Will services be performed within 50 feet of CTA train or other railroad Will services be performed on or near a waterway?	d property? ☐ Yes ☐ No ☐ Yes ☐ No

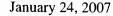


City of Chicago Richard M. Daley, Mayor

Office of Emergency Management and Communications

Andrew Velasquez III Executive Director

1411 West Madison Street Chicago, Illinois 60607 (312) 746-9111 (312) 746-9120 (FAX) http://www.cityofchicago.org



Mr. Bo Humphrey Department of Procurement Services 121 N. LaSalle Street, Suite 403 Chicago, Illinois 60602

SUBJECT: Sole Source Request

CONTRACT TYPE: Professional Services

CONTRACT TITLE: Modification to the Ernst and Young Contract T26697

VENDOR: Ernst & Young

ESTIMATED ANNUAL COST: \$253,138

Dear Mr. Humphrey:

We respectfully submit this request to the Sole Source Review Board to allow OEMC to modify the existing sole source contract (T26697) with Ernst and Young.

OEMC would like to use Ernst and Young for testing our Police communication Operators I and II. Currently the contract allows for testing of Police specific titles and OEMC would like to expand their services for our employees. The Police Communication Operators are 9-1-1 operator call takers and work closely on daily basis with uniform officers in order to respond to emergency situations. If necessary, OEMC is requesting a vendor limit increase in order to accommodate this scope of work for \$253,138.

In support of this request, please find the attached: (1) the Project Checklist; (2) Requisition # 31829; (3) the Justification for Non-Competitive Procurement form; (4) a written justification for non-competitive procurement and (5) a signed scope of services and invoice from Ernst & Young.

Please feel free to contact me at 2-3790 with any questions.

Sincerely,

Amy Gudgeon

Office of Emergency Management and Communications

Cc: John Arvetis, OEMC

Ann Nakaguchi, DHR Andy Sheils, OEMC



For DPS Use O	nly
Date Received	
Date Returned	
Date Accepted	
CA/CN's Name	

IMPORTANT: PLEASE READ AND FOLLOW THE INSTRUCTIONS FOR COMPLETING THE PROJECT CHECKLIST AND CONTACT THE APPROPRIATE UNIT MANAGER IF YOU HAVE ANY FURTHER QUESTIONS. ALL INFORMATION SHOULD BE COMPLETED, ATTACH ALL REQUIRED MATERIALS AND SUBMIT FOR HANDLING TO THE DEPARTMENT OF PROCUREMENT SERVICES, ROOM 403, CITY HALL, 121 N. LASALLE STREET, CHICAGO, ILLINOIS 60602.

Date: .24.07	t 29			ľ	roject wa	anager:	my Budgi E-1 @c	COY) mail: AGI cityofchic:	ndgeon ago.org
PO No.: (if known): T26617 Modification No.: (if known): Project Description:				Tel: Fax: E-mail: @cityofchicago.org Previous PO No.: (if known):					
			F						
UNDING: City: State: Federal:	Corpor	Transit	Bond IDO1	d Γ/Highway		Enterprise EAA	☐ Gran ☐ Gran ☐ Gran	t* 🗍	Other Other Other
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ARCHITECTURAL/ENGINEERING SUPPLEMENTAL CHECKLIST

Required Attachments: Scope of Services, including location, description of project, services required, deliverables, and other information as required Risk Management Will services be performed within 50 feet of CTA train or other railroad property? Will services be performed on or near a waterway? If applicable, Pre-Qualification Category No. Category Description: For Pre-Qualification Program, attach list of suggested firms to be solicited
 Other Agency Concurrence Required: None State Federal Other (fill in)
AVIATION CONSTRUCTION SUPPLEMENTAL CHECKLIST
DOA sign-off for final design documents: Required Attachments: Copy of Draft Contract Documents and Detailed Specifications. Risk Management: Current Insurance Requirements prepared/approved by Risk Management: Yes Will work be performed within 50 feet of CTA or ATS structure or property? Yes No Will work be performed airside? Yes No *NOTE: Any non-construction Aviation request, complete the applicable section.
COMMODITIES SUPPLEMENTAL CHECKLIST
Required Attachments: Detailed Specifications (Scope of Services) including detailed description of the product, delivery location, user department contact, price escalation considerations, Bidder's qualification, contract term and extension options, Contractor's qualifications, citation of any applicable City/State/Federal statutes or regulations, citation of any applicable technical standards and Price Lists/Catalogs, technical drawings and other exhibits and attachments as appropriate.
If Modification request, please verify and provide the following:
Contractor's Name:
Contractor's Address:
Contractor's e-mail Address:
Contractor's Phone Number:
Contractor's Contact Person:
CONSTRUCTION SUPPLEMENTAL CHECKLIST
Required attachments: Copy of Draft (80% Completion), Contract Documents and Detailed Specifications Risk Management Will services be performed within 50 feet of CTA train or other railroad property? Will services be performed on or near a waterway? Yes \Boxed No

Form Dated 03/10/2006

VEHICLES/HEAVY EQUIPMENT SUPPLEMENTAL CHECKLIST

Required Attachments: Detailed Specifications including detailed descr if any, and options/accessories. Special Provisions (Delivery, Warranty, Manual Bid Submittal Information, etc.) Delivery Location(s) Technical Literature Drawings, if any Part Number List (Manufacturer; or			
☐ Current Price List(s)/Catalog(s) ☐ Special Approval Form ☐ Exhibits and Attachments			
If Modification request, please verify and provide	the following:		
Contractor's Name:			
Contractor's Address:			
Contractor's e-mail Address:			
Contractor's Phone Number:			
Contractor's Contact Person:			
PROFESSIONAL SERVI	CES SUPPLEM	MENTAL CHECKLIST	г
☐ Detailed description of project listing obligations		MENTAL CHECKLIST	г
☐ Detailed description of project listing obligations☐ The Schedule of Compensation☐ Deliverables	of each party.	MENTAL CHECKLIST	r
 □ Detailed description of project listing obligations □ The Schedule of Compensation □ Deliverables □ Request for individual contract services (if applic □ The appropriate EPS form 	of each party.	MENTAL CHECKLIST	r
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 □ Detailed description of project listing obligations □ The Schedule of Compensation □ Deliverables □ Request for individual contract services (if applic □ The appropriate EPS form □ ITSC (approved by BIS) □ OBM (approved by Budget form/memo) □ Grant document attached 	of each party.		
 □ Detailed description of project listing obligations □ The Schedule of Compensation □ Deliverables □ Request for individual contract services (if applic □ The appropriate EPS form □ ITSC (approved by BIS) □ OBM (approved by Budget form/memo) □ Grant document attached Attach any documentation indicating any previous p 	of each party. cable) urchase activity	y to assist in the procu	urement process
Detailed description of project listing obligations The Schedule of Compensation Deliverables Request for individual contract services (if applications) The appropriate EPS form ITSC (approved by BIS) OBM (approved by Budget form/memo) Grant document attached Attach any documentation indicating any previous p	of each party. able) urchase activity	y to assist in the procu	urement process
Detailed description of project listing obligations The Schedule of Compensation Deliverables Request for individual contract services (if application of the appropriate EPS form ITSC (approved by BIS) OBM (approved by Budget form/memo) Grant document attached Attach any documentation indicating any previous provided of the compensation of the	of each party. cable) urchase activity UTILITIES SUBSES/Specification including time from the project, the project, the project, the project or state/federyes No (s); or participatyes No Yes No	y to assist in the proce PPLEMENTAL CHEC which sets forth all of rame for completion, so locations, anticipated ral regulation or statu	urement process CKLIST f the anticipated services special qualifications of participating user te.
Detailed description of project listing obligations The Schedule of Compensation Deliverables Request for individual contract services (if application The appropriate EPS form ITSC (approved by BIS) OBM (approved by Budget form/memo) Grant document attached Attach any documentation indicating any previous provided, in prospective vendors, special requirements or needs departments, citation of any applicable City ordinance Has the project been reviewed by DGS? Attach copy of DGS Recommendation; Reservations Does the project include software? If yes, is signed ITSC form attached? Does the location involve: A public way?	of each party. cable) urchase activity UTILITIES SU es/Specification including time fr of the project, ce or state/fede Yes	y to assist in the proce PPLEMENTAL CHEC which sets forth all of rame for completion, so locations, anticipated ral regulation or statu	urement process CKLIST f the anticipated services special qualifications of participating user te.

Form Dated 03/10/2006

WORK SERVICES/FACILITY MAINTENANCE SUPPLEMENTAL CHECKLIST

Required Attachments: Detailed Specifications (Scope of Services) including detailed description of the work, locations (with supporting detail), user department contacts, work hours/days, laborer/supervisor mix, compensation and price escalation considerations, Bidder's qualification, contract term and extension options, Contractor's qualifications, citation of any applicable City/State/Federal statutes or regulations, citation of any applicable technical standards and Price Lists/Catalogs, technical drawings and other exhibits and attachments as appropriate.

Risk Management:		
Will services be performed within 50 feet (50') of CTA train or other railroad property?	□Yes	□No
Will services be performed on or near a waterway?	□Yes	□No
Will services require the handling of hazardous/bio-waste material?	∐Yes	□No
Will services require the blocking of streets or sidewalks which may affect public safety?	∐Yes	□No
If Modification or Amendment request, please verify and provide the following:		
Contractor's Name:		
Contractor's Address:		
Contractor's e-mail Address:		
Contractor's Phone Number:		
Contractor's Contact Person:		

KTT19220922_PU079H_Pre-Appd_Req _DPS_Reprint_APSRPT.rep Page 1 of 1 Run 01/26/2007 18:01

CITY OF CHICAGO **PURCHASE REQUISITION**

Copy (Department)

DELIVER TO:

058- OEC1411

1411 W. MADISON

Chicago, IL 60607

REQUISITION: 31829

PAGE:

DEPARTMENT: 58 - OFFICE OF EMERGENCY COMMUNICA

PREPARER:

Amy R Gudgeon

NEEDED:

APPROVED: 1/23/2007

REQUISITION DESCRIPTION

Testing Services for Ernst & Young contract T26697

SPECIFICATION NUMBER: 54734

COMMODITY INFORMATION

LINE ITEM QUANTITY **UOM UNIT COST TOTAL COST** 90783 253,138.00 USD 0.00 0.00

Testing Services

SUGGESTED VENDOR: REQUESTED BY: Amy R Gudgeon DIST FUND COST CTR APPR ACCNT **ACTV** PROJECT RPT CAT GENRL **FUTR** Dist. Amt.

1 007 0100 0584065 0140 220140 0000 0000000 000000 00000 0000 0.00

> LINE TOTAL: 0.00

REQUISITION TOTAL: 0.00

CITY OF CHICAGO DEPARTMENT OF PROCUREMENT SERVICES ROOM 403, CITY HALL, 121 N. LA SALLE ST.

JNCP	Form	Rev	

JUSTIFICATION FOR NON-COMPETITIVE PROCUREMENT

COMPLETE THIS SECTION IF NEW CONT	<u> RACT</u>		
For contract(s) in this request, answer applicable questions in <u>Preparation of Non-Competitive Procurement Form</u> on the re	each of the 4 major subject areas by verse side.	pelow in accordance with the I	nstructions for
Request that negotiations be conducted only with(Nar	for the p	roduct and/or services describe	ed herein.
This is a request for (One-Time Contractor Requisition Delegate Agency (Check one). If Delegate Agency, this	n#copv	attached) or	Term Agreement or
(Attach List) (Program Name)	Pre-Assigned Specification No. Pre-Assigned Contract No.		
COMPLETE THIS SECTION IF AMENDME	NT OR MODIFICATION	TO CONTRACT	
Describe in detail the change in terms of dollars, time period, for the change. Indicate both the original and the adjusted corsupporting documents. Request approval for a contract amend	ntract amount and/or expiration dat dment or modification to the follow	te with this change, as applications:	ole. Attach copy of all
Contract #: T2669 7	Company or Agency Name	Ernst & Your	10
Contract #: T26697 Specification #: 54734 Mod. #:(Attact	Contract or Program Describ List, if multiple)	ription: <u>HSting Sem</u>	ries
Amy Budgeon 3-7352 Originator Name Telephone	Amybudy	DEMC Department	1.24.07
Indicate SEE ATTACHED in each box below if additional spa	0	Department	Date
	acc fleeded.		
() PROCUREMENT HISTORY			
() ESTIMATED COST			
() SCHEDULE REQUIREMENTS			
() EXCLUSIVE OR UNIQUE CAPABILITY			
() OTHER			
APPROVED BY:			
DEPARTMENT HEAD DA OR DESIGNEE	TE BOAL	RD CHAIRPERSON	DATE

Office of Emergency Management and Communications Ernst & Young Sole Source Modification to Contract # T 26697

Procurement History

In October 2000, the Department of Human Resources (previously the Department of Personnel) had executed a sole source contracted with Ernst & Young to provide assistance and act as the City's Advisor in providing security and independence as well as handling the logistics of administering examinations for the Chicago Police Department.

Ernst and Young has been responsible for communication with applicants, site selection for the written and oral examination administration, test material production and quality review, security over test materials, production, storage and delivery, administration of examinations, initial scanning and rescanning of applicant's examination answer sheets, reproducing applicants' examination answers for written examinations not involving Scantron answer sheets and for non-written examinations, notification of final scores and provision of data to the City.

Estimated Costs

OEMC has received an estimate for the additional testing services totaling \$253,138. At this time, OEMC will use corporate funds to pay for these professional services.

Schedule Requirements

OEMC anticipates using Ernst and Young for approximately four (4) months to test our new class of Police Communication Officers.

Exclusive or Unique Capability

The original Ernst & Young contract was approved for a sole source in 2000. At this time, OEMC wishes to modify the scope of services to include testing for our Police Communication Officers I and II. The testing services are the same as in the original contract, however, we have added additional titles.

The Police Communication Officers I and II are the first line of communication for a 911 call and provide communication between the caller and the Chicago Police Department. Although not a sworn officer, they interact directly with CPD and are in constant communication with officers in the field.



Ernst & Young LLP
 Sears Tower
 233 South Wacker Drive
 Chicago, Illinois 60606-6301

Phone: (312) 879-2000 www.ey.com

January 12, 2007

Mr. John Arvetis City of Chicago Office of Emergency Management Communications 120 N. Racine Avenue Chicago, IL 60607

VIA FEDERAL EXPRESS

Dear John:

Enclosed for your review is our budget proposal for the Police Communications Operator I and Police Communications Operator II Tests. This proposal includes both the personnel-related charges and expenses for Ernst & Young LLP.

The activities covered by the proposal relate to the overall planning for the test administration, the post-application intake and test preparation activities, the two Test Day administrations utilizing Ernst & Young LLP personnel and the post-test activities, as detailed in the attached spreadsheet. This proposal does not include the application intake function for the Police Communications Operator I or Police Communications Operator II Tests or the administration of the Police Communications Typing Test.

Please call Anna Bourne (312-879-2238) or me (312-879-5113) after you have had a chance to review the proposal so that we can address any questions you may have as quickly as possible.

Warm Regards,

Corie Hasson

Encl.

cc: Anna Bourne

1/12/2007 4:08 PM

CITY OF CHICAGO TESTING PROJECT: 2007 Office of Emergency Management Communications (OEMC) Examination Proposal PERSONNEL DRAFT

CH = Corie Hasson AB = Anna Bourne MBN = Mary Beth Nickl EA = Erik Allen

PROPOSAL for 2007 Police Communications Operator I & II Test

			•		
Function	PROPOSAL Assumptions:	Personnel	Rate	Hours	Cost
Initial Exam Logistics	* Meet with UIC Pavilion to discuss testing dates, facility, etc.	ᆼ	\$290	48.0	13,920
	* Tour Test Site to evaluate and select seating prospects, candidate flow, etc.	MBN	\$65	40.0	2,600
	* Process box office tickets; obtain file of seat into / attach labels	AUDIT Staff	\$140	24.0	3,360
	/ update ticket file with bar code numbers / bundle tickets; OR create file	AB	\$445	8.0	3,560
	of classroom / seat info		ئتسا	subtotal	23,440
	* Design / order answer sheets; coordinate with vendor				
	* Have tape recording made of Instructions to be played over PA at UIC Pavilion				
	* Update hotline; coordinate with vendor				
	* Meet with OEMC to provide update				
Post Application Intake /	* Receive/review/massage applicant data from OEMC	퓽	\$290	48.0	13,920
Applicant Mailing	* Create MS Access database of applicant information	MBN	\$65	90.09	3,900
	* Coordinate initial mailing to announce test dates to 1,400 applicants	EA	\$65	20:0	1,300
	* Collect mail / track responses from applicants for preferred testing date	AUDIT Staff	\$140	24.0	3,360
	in database	AB	\$445	4.0	1,780
	* Monitor returned / undeliverable mail; send duplicate letters		<u>_ </u>	subtotal	24,260
	* Determine seating assignment for applicants, update database		1		
	* Coordinate Notice to Report/ticket mailing to applicants	-			
	* Update hotline; coordinate with vendor				
	* Meet with OEMC to provide update	,			
	Note: Application Intake function performed by OEMC				

1/12/2007 4:08 PM

CITY OF CHICAGO TESTING PROJECT: 2007 Office of Emergency Management Communications (OEMC) Examination Proposal PERSONNEL DRAFT

CH = Corie Hasson AB = Anna Bourne MBN = Mary Beth Nickl EA = Erik Allen

PROPOSAL for 2007 Police Communications Operator | & II Test

Function Prep for Written * Receive/cool * Prepare ansi * Create all pro * Pack boxes of * Select and tra * Create proction	PROPOSAL Assumptions: * Design/prepare rosters for sections / classrooms using database	Personnel	Rate	Hours	ţ
	oare rosters for sections / classrooms using database				5
		ਲ	\$290	0.08	17,400
* Prepare answard to Create all professional professional professional professional professional professional processional	* Receive/coordinate copying of test materials from OEMC	MBN	\$65	80.0	5,200
* Create all pro * Pack boxes of * Select and tro * Create proof	* Prepare answer sheet packages for all classrooms; fingerprint cards, etc.	EA	\$65	20.0	1,300
* Pack boxes c * Select and tr	* Create all procedures for workers and instructions for candidates	AUDIT Staff	\$140	40.0	5,600
* Select and tr	* Pack boxes of all test materials for each section/classroom for each test day	AB	\$445	10.0	4,450
* Create proctr	* Select and train all Test Workers; prep test site and brief OEMC personnel		। ड	subtotal	33,950
	* Create proctor / monitor folders with procedures, rosters, balance sheets, etc.		J		
* Vendor relativ	* Vendor relations for answer sheets, food, walkie-talkies, scanning,				
transportation	transportation, etc. for each testing date				
* Update hotlin	Update hotline; coordinate with vendor				
* Meet with OE	Meet with OEMC to provide update				
Written Test Assume 1400	Assume 1400 applicants / candidates tested, classroom setting	Proctors	\$140	350.0	49 000
*2 days of t	testing / 1 session each day	Main Proctor	\$180	63.0	11,340
* Proctors (1 p	* Proctors (1 per classroom of 32 = est. 44 + 6 spares @ 7 hrs)	Monitors	\$220	63.0	13,860
* Main Proctor	r (1 per section = 7 + 2 spares @ 7 hrs)	ADMIN Staff	\$45	270.0	12,150
* Monitors (1 p	* Monitors (1 per 7 rooms = 7 + 2 spares @ 7 hrs)	퓽	\$290	18.0	5,220
* Staff (assist	t with check-in and related operation = est. 15 x 2 @ 9 hrs)	MBN	\$65	18.0	1,170
		EA	\$65	18.0	1,170
*** Teacher Pro	*** Teacher Proctors (1 per classroom) - see expenses	AB	\$445	18.0	8,010
			ns.	subtotal	101,920

CITY OF CHICAGO TESTING PROJECT:

1/12/2007 4:08 PM

2007 Office of Emergency Management Communications (OEMC) Examination Proposal PERSONNEL DRAFT

CH = Corie Hasson AB = Anna Bourne MBN = Mary Beth Nickl EA = Erik Allen

PROPOSAL for 2007 Police Communications Operator I & II Test

Function	PROPOSAL Assumptions:	Personnel	Rate	Hours	Cost
Post Test	* Unpack materials; transport answer sheets for scanning; ship used test	동	\$290	20.0	5,800
	materials back to OEMC for destruction	MBN	\$65	40.0	2,600
	* Modify Applicants database to create Candidates database	EA	\$65	10.0	920
	(e.g., reflect Shows / No Shows, change of addresses, etc.)	AUDIT Staff	\$140	24.0	3,360
******	* Correct SSN errors by candidates (applicant data vs. answer sheet/roster)	AB	\$445	4.0	1,780
	* Deliver scanned answer sheet data to OEMC for determining pass/fail scores		ြ	subtotal	14,190
	* Breakdown of Test Worker materials (folders with procedures, roster, balance		j		
	sheet, incident log, etc.; misc. supplies, check-in/out materials, etc.)				
	Update hottline; coordinate with vendor				
:	* Meet with OEMC to provide update				
Score Letters and	* Receive final scores from OEMC; sort candidate results based on cut	ᆼ	\$290	20.0	5,800
Various Lists	scores for pass / fail	MBN	\$65	40.0	2,600
	* Receive draft pass / fail letters from OEMC	Æ	\$65	20.0	1,300
	* Merge score letters / print / mail 1400 score letters	AUDIT Staff	\$140	24.0	3,360
	* Monitor returned / undeliverable mail; send duplicate letters	AB	\$445	4.0	1,780
	* Prepare various reports for OEMC		<u> </u>	subtotal	14,840
	Update hottine; coordinate with vendor		l		
	* Meet with OEMC to provide update				

SONNEL BUDGET for Functions Performed Above: \$212,600	
TOTAL PERSONNEL BUDGET for Fu	
TOTAL	

TOTAL BUDGET for 2007 Police Communications Operator I & II Tests:

\$253,138

1/12/2007 4:08 PM

2007 Office of Emergency Management Communications (OEMC) Examination Proposal CITY OF CHICAGO CITY OF CHICAGO TESTING PROJECT: **EXPENSES DRAFT**

	ESTIMATE based on two testing dates
Transportation	\$4,000.00
Secured Transportation	\$1,100.00
Storage	\$4,000.00
Postage / FedEx shipping	\$1,638.00
Supplies (envelopes, colored paper, signage, etc.)	\$1,000.00
Reprographics (duplication of test materials)	\$2,500.00
NCS forms (ticket labels, answer sheets)	\$1,800.00
Scanning (a)	\$1,500.00
Meals	\$1,500.00
Hotline	\$2,000.00
Teacher Proctor Contracting (b)	\$10,500.00
Walkie-Talkie Rental	\$5,000.00
Other Expenses	\$4,000.00
Total	\$40,538

\$40.538	
\$4,000.00	
\$5,000.00	
\$10,500.00	(q)
\$2,000.00	
\$1,500.00	
\$1,500.00	
\$1,800.00	sheets)
\$2,500.00	sst materials)

⁽a) Scanning of applications will be done by Data Lab Corp. in Niles.(b) Teacher Proctors will be contracted through BPS temporary agency. Approximately 50 Teacher Proctors @ \$150 per day + agency fees.(50 Teacher Proctors @ \$210 per day = \$10,500)