

Legacy Resource Management Program Guidelines for Full Proposal Applicants (2016)

Below is important guidance that applicants should follow to ensure they correctly submit their Legacy proposals.

Proposals Tab

- Login to the Legacy Program Tracker (Tracker), choose the proper fiscal year from the pull-down list, and select the title you used on your pre-proposal.
- Ensure that all the pre-proposal information is accurate.
- Carefully read all Legacy Program staff feedback, and incorporate any edits into your Full Proposal.
 - Check the notes section of the Action & Review tab for feedback.
 - Check any notification emails from Legacy Program staff.
 - **NOTE:** emails sent by the Tracker sometimes end up in spam or junk folders.
- **Ensure text contains no formatting.**
 - If you're using Microsoft Word or other word processing software, you must copy and paste the text into the Notepad program before entering it into the Tracker.
 - To copy to Notepad, highlight all of the text in Word, choose Edit then Copy, then Paste into Notepad.
 - Next, go to the Tracker; highlight, copy, then paste the unformatted text from Notepad into the appropriate Tracker section.
- Abide by character limits.
 - Failure to remain within character limits may result in the Review Committee evaluating incomplete text.
- **IMPORTANT!** You must actively SAVE your inputs to the Tracker. If you do not SAVE, your changes will be lost.
 - To save, click the Save button at the bottom of the page *before* proceeding to a new tab.
 - Please save after making any changes to any portion of text.
 - Clicking the Next button without clicking the Save button first may result in data loss.
 - We cannot retrieve lost text.
- Complete all new fields in the Full Proposal form.
 - Required fields are denoted with a red asterisk(*)

Verify Full Proposal Submittal

- After you have completed all required fields (described below) and submitted your proposal, ensure that the Full Proposal title is listed and the "Status" column reads "In Review."
- If you completed all fields and successfully submitted your proposal but it is not listed, please contact Legacy Program staff immediately.
- Legacy staff contact: moshe.d.muller.ctr@mail.mil and DoDLegacy@bah.com.

STEP-BY-STEP GUIDE TO COMPLETING ALL FIELDS

Admin Tab

- Author and Co-Author:

- The Author is the main point of contact for the overall scope of work, and the proposal's lead investigator and coordinator. This individual is not necessarily the entity requesting the largest amount of funding.
- If you want to add a Co-Author, you will need to email moshe.d.muller.ctr@mail.mil and DoDLegacy@bah.com.
- The Co-Author is a co-Principal Investigator, backup to the Author, or even the Principal Investigator when the primary Author is overseeing multiple components of a larger effort. The Co-Author could also be an individual from a partnering organization who will not be the main point of contact for the overall scope of work, but who will also request funding. The Co-Author must have a Tracker account, but he or she cannot edit or submit the proposal.
- **NOTE:** You must provide strong justification for why more than one organization is requesting funding, vs. having one organization request funding and sub-allocate, as needed, to other groups.
- ***Project Title:*** the project title should already appear in this field. This is the title you entered for the pre-proposal. Applicants should not change Project Titles without Legacy Program coordination.
- ***Sponsor:*** the sponsor is the Military Service that has agreed to support and help coordinate the project. This field can have a value of one specific Military Service **or** DoD. Some projects are more appropriately coordinated at the Office of the Secretary of Defense (OSD) level, and are therefore “sponsored” by DoD instead of a Military Service. Use the pull-down list to select the proper proposal sponsor.
- ***Have you already made contact with the above-mentioned sponsor:*** select Yes or No.
 - **IMPORTANT:** applicants must contact the sponsor before submitting the full proposal.
- ***CMD Division:*** use the pull-down list to select the proper division or headquarters. This is the Military Service Command (CMD) that will be responsible for project oversight. If you are unsure of what CMD applies, if any, contact the appropriate Military Service representative or Legacy Program staff for assistance. Use the [Contact Us link](#) on the Legacy Program website homepage to access Military Service representative contact information.
- ***State:*** enter the state in which the proposed effort will take place. If the proposal will occur in multiple states or is national, then enter the state in which the majority of the work will take place or, if more appropriate, where the Principal Investigator is located.
- ***Country:*** enter the country in which the proposed effort is located.
- ***Continuation Project:*** select Yes or No. If this is a continuation effort, provide the relevant Legacy project number.
- ***To the best of your knowledge, is your work original and not duplicative of existing efforts:*** select Yes or No to indicate if the proposed work is original or not.
- ***Will you need to access a DoD installation, its personnel, or its resources/ data:*** select Yes or No.
- ***Installations:*** enter the installation(s) at which the proposed effort will take place.
- ***Expected Completion Date:*** enter the date by which you intend to submit all FINAL deliverables for the given year's effort. Please note the Legacy Program requires Principal Investigators to submit draft deliverables for review at least 30 days prior to finalization.

- Field Location: enter the location(s) where you will execute the proposed project. This could be a site location, state name, region, or the primary installation name. This field is visible only to the project owner and to Legacy Program staff.
- Requesting Organization #1: enter the name of the organization requesting funding.
 - If necessary, enter additional organizations requesting funding. Please note that applicants must provide strong justification for why additional organizations should receive funding directly from Legacy instead of having the applicant sub-allocate to partners.
 - Legacy discourages multiple agreements for a single project, recommending instead that a primary recipient sub-allocate resources if necessary.
 - The organization receiving funds is responsible for all deliverables, including those completed by any partners receiving sub-allocated funds.
- Primary Theme: the primary theme is the dominant or unifying subject (e.g., Climate Adaptation, Historic Buildings, Land Management).
- Secondary Theme: the secondary theme is the subordinate subject (e.g., Interagency Collaboration, Partnerships, Sustainability).
- Project Category: use the pull-down list to select Natural Resources, Cultural Resources, or Integrated Natural & Cultural Resources. This selection should match the *Resource Type* you indicate on the Resources Tab.

Resources Tab

- Resource Type: use the pull-down list to select Natural Resources, Cultural Resources, or Integrated Resources (Cultural and Natural) to indicate which resource type best describes the proposed effort.
- Area of Emphasis: select the single most relevant Area of Emphasis from the list provided.

Purposes Tab

- Purpose: select at least one of the options available, though you may select multiple options, provided all options selected are directly relevant to your proposed work.

Federal Regulations Tab

- Federal Regulations: select one or more of the options available to indicate which regulations (e.g., Defense Authorization Act, 10 USC 2684a; Endangered Species Act; National Historic Preservation Act) the proposed project best supports.

Budget Details Tab

- This section indicates how the applicant intends to allocate resources for the proposed project. (ENTER BUDGET ITEMS BY FISCAL YEAR). Address any additional future budget items in the *Describe Follow-on* field in the Follow-on Work tab.
 - **NOTE**: Profit is not an eligible budget item, and may not be included in the proposed budget. Any fees or burdens should be incorporated into the hourly rates provided.
- The Legacy Program strongly prefers to send all funds to one organization, which can then sub-allocate to the other organizations. Please explain why this is not possible if more than one organization is requesting funds be sent directly from Legacy.

- Contracting offices allow organizations to sub-allocate funding only if a non-federal agency is the recipient of sub-allocated funds.
- For projects implemented by both federal and non-federal partners, all requesting organizations must be listed, and a justification for each applicant's role provided.
- Budget fields:
 - **Equipment** – equipment to be purchased for the proposed project. Include what's being purchased, the quantity, and unit cost as applicable.
NOTE: refer to DoD's grant and agreement regulations for guidance on equipment that is no longer needed after the project is complete.¹
 - **Materials/Supplies** – all materials and/or supplies required for the proposed project.
NOTE: if unused supplies at the end of the project do not exceed \$5,000 in total value, the recipient may retain these items for use on non-federal sponsored activities or sell them. In either case, the recipient must compensate the federal government for the unused supplies.²
 - **Salary** – salary, including number of hours and rate per hour for each performer. Include position, a brief summary of duties, the total number of hours, and rate per hour for each performer.
 - **Other Labor** – salary for sub-allocated or contracted labor. Include position, a brief summary of duties, the total number of hours, and rate per hour.
 - **Overhead/Admin** – indirect or general expenses (e.g., administrative support, utility costs), and fringe benefits.
NOTE: unless your organization negotiated a special rate, Legacy's federally approved maximum overhead is **17.5%**. Higher rates will not be honored.
 - **Travel –DoD will not fund travel associated with conferences, seminars, symposiums, meetings, etc. All other travel support will require a strong justification.**
 - If the applicant feels travel is critical, all costs must be detailed and explained, including reason for trip, number of travelers, what type of cost (lodging, airfare, parking, car rental, etc.), and rate(s). All travel costs must comply with the Federal Acquisition Regulation (FAR).
 - **Other** – costs that don't fall under any of the other categories.
 - For example, funding for in-house laboratory testing.
 - Be sure to itemize all costs and activities in this category (e.g. if an external laboratory conducts an analysis, include the laboratory name, a description of the analysis being performed, per sample cost, and total).

¹ <https://www.gpo.gov/fdsys/pkg/CFR-2011-title32-vol1/xml/CFR-2011-title32-vol1-subtitleA-chapI-subchapC.xml>, § 32.34

² <https://www.gpo.gov/fdsys/pkg/CFR-2011-title32-vol1/xml/CFR-2011-title32-vol1-subtitleA-chapI-subchapC.xml>, § 34.24

EXAMPLE BUDGET

Item	Description	Cost
Salary	Project Manager – to oversee the project work plan and documentation, and develop report (\$80/hour for 100 hours)	\$8,000
Salary	Project Assistant for 3 months @ \$30/hour for 300 hours	\$9,000
Travel	Lodging for 2 people at the General Inn hotel, 30 days at \$50/ person per day	\$3,000
Equipment	1 GPS tracking receiver	\$200
Materials/ Supplies	5 tracking collars at \$20 each	\$100
Other Labor	Guide/Bear tracking expert for 2 weeks @ \$40/hour for 80 hours	\$3,200
Other	Nature Reserve access fee of \$25 (x 2 Project Assistants)	\$50
Total		\$23,550

EXAMPLE BUDGET FOR MULTI-YEAR PROJECTS

Item	Description	Cost
Salary	Project Manager – to oversee the project work plan and documentation @ \$40/hour for 100 hours (60 hours in FY17, 40 hours in FY18)	\$4,000
Salary	Biological Technician – to collect samples at installation @ \$17.50/hour for 160 hours (120 hours in FY17, 40 hours in FY18)	\$2,800
Salary	Project Assistant for 3 months @ \$30/hour for 300 hours (FY18)	\$9,000
Salary	Project Manager – to develop report @ \$40/hour for 35 hours (FY18)	\$1,400
Travel	Lodging for 2 people at the General Inn hotel, 30 days at \$50/person per day (FY17)	\$3,000
Equipment	1 GPS tracking receiver (FY17)	\$200
Materials/ Supplies	5 tracking collars at \$20 each (FY17)	\$100
Other Labor	Guide/Bear tracking expert for 2 weeks @ \$40/hour for 80 hours (FY17)	\$3,200
Other	Nature Reserve access fee of \$25 (x 2 Project Assistants) (FY17)	\$50
Overhead	Overhead @ 17.5% (\$1,934 in FY17, \$2,397 in FY18)	\$4,331
Total		\$28,081

Contributing Partners Tab

- The requesting organization should specify all cost sharing and/or matching contributions. Cost sharing and/or matching contributions are not required for project approval, but are considered an added benefit, and encouraged.
- For funds sub-allocated to other organizations, select the appropriate Requesting Organization at the top of the page and populate the budget for the work they will produce.
- Document the dollar value of partner contributions to the project, if applicable. If you add a Contributing Partner, you are required to populate each field. In the case of multiple Contributing Partners, you must list at least one budget item per partner. Round the Item Cost to the nearest dollar.
- The required fields are:
 - *New Contributing Partner*: name of the Contributing Partner.
 - *Item*: items/services being contributed (e.g., donated property, equipment, volunteer services).
 - *Description*: description of items, services, or labor hours being contributed.
 - *Value*: actual dollar value of items/services being contributed or, if unavailable, the government or civilian rate that most closely aligns.

- **NOTE:** provide enough detail to allow the proposal reviewers to understand exactly how you derived the total for each budget line item, and how the contribution is being applied.

Project Details Tab

- ***Project Synopsis:*** provide 3-4 sentences, not to exceed 1,024 characters (including spaces), that succinctly describe what the project will do, what the results will be, and how those results will benefit DoD and/or the Military Services.
 - ***IMPORTANT:*** this is generally the only explanatory information that leadership will read when they make funding determinations, so applicants should ensure the *Project Synopsis* is succinct and compelling.
- ***Abstract & Work Plan:*** enter text that is comparable to an executive summary. This field should expand and describe the *Project Synopsis*.
 - This section should outline the approach and subsequent work plan. Clearly state the need for the proposed work and the objectives.
 - Do not enter detailed descriptions of the proposed work, objectives, and work phases as these should be entered in the Scope of Work tab.
 - **NEW for FY17:** All proposals must provide a technology transfer deliverable and a plan to disseminate the proposed project's results. Ensure that scientific and technological developments are easily accessible to target audiences and stakeholders. In the work plan, authors must:
 - Describe the target audience
 - Describe the information or technology that you intend to develop
 - Describe the distribution plan (e.g., tailored messages/communications) and transfer plan (e.g., implementation tools, "How To" guides, webinars)
 - Describe the metric you'll use to measure success
 - Provide a plan for sending results to Legacy staff within one year of project completion (e.g., email staff with results)
- ***Background:*** explain if the proposed work relates to any other projects conducted by DoD or another agency, organization, or firm, including projects that the Legacy Program has already funded.
 - For continuation projects, you must include what work, phases, and products you (or another entity) completed during the previous funding year(s).
- ***Military Mission Benefits:*** using a **bulleted format**, concisely articulate how this project benefits the military mission. Remember that the proposed project *must* support military readiness and/or mission-related activities, and it must correlate with natural and/or cultural resource conservation priorities. Applicants should list all known installations or specific regions that would directly benefit from the proposed work, and briefly summarize any conversations with installation contacts that help illustrate the need for, and value of, the proposed work. If this is a continuation project, discuss the military benefit achieved in past funding years.
 - Do NOT provide an overview of the entire project or reiterate information provided in the Abstract or Work Plan.
 - Do NOT simply correlate the proposed work to federal compliance or other regulatory or policy requirements.
 - Do NOT be verbose.

- Do use bulleted formatting.
- *Primary Personnel*: list the name, organization, and position for all primary personnel who are involved in completing the project.
- *Will you be uploading a map or figure*: select Yes or No. If you select Yes, click the Browse button to choose the file on your computer that you intend to upload, enter a title, and select Upload File.
- **IMPORTANT**: ensure you populate all fields and remain within the specified character limits.

Scope of Work Tab

- *Approach*: list the activities for the organization receiving funds. If more than one organization will receive funds or do work, specify which organization is lead, and clearly describe the activities for each organization. Discuss how the proposed work will be carried out, who will be carrying it out, and how each organization proposes to obligate funds, as applicable.
 - Expand upon each step listed in the Pre-Proposal's Work Plan for **each** organization; detail all planning, execution, and analyses phases here.
 - Remember, the proposed work must address a current DoD need. Describe both the need and how the proposed work relates. Explain how the need was determined. **Be specific in what you intend to do and address, tying it back to the need and the military mission. Describe the expected products of the proposed work here, and how they benefit the military mission.**
 - Provide a comprehensive, numbered list of work phases (include planning, execution, and analyses), and methodology that will be used for each phase. Cover the WHAT, HOW, and WHERE description here, and clearly state which installations will be involved. Be sure to correlate development of expected products within the work phases.

If Funded, How Much Time Will You Have For Your Project?

- The Legacy Program funds projects each fiscal year for a period of 1-3 years. Because Legacy receives an annual Congressional appropriation, the Program cannot guarantee funding beyond the scope of an approved project. You must complete and submit all required Legacy project deliverables by your anticipated completion date as specified in the scope of work. You must submit at least one stand-alone deliverable for each funded year. ***For projects that are approved to receive funding for more than one year, please note that each year's funding is contingent upon successfully completing all requirements and submitting satisfactory deliverables for the previous year.*** That is, your project will receive follow on funding only if your annual deliverable(s) are considered satisfactory (i.e., there is a yearly go/no-go decision).
- **IMPORTANT**: Non-DoD federal agencies must obligate and expend (spend or sub-contract) ALL funds by the end of the fiscal year in which the award was made. Therefore, ***non-DoD federal agencies should consider carefully before requesting more than one year of funding at a time.***

Follow-on Work Tab

- The Author must select one of the following three options that best describes applicable follow-on funding requirements for the project:
 - Project has no foreseen need to request funding for future years.
 - Project has follow-on work necessary to complete current proposed effort. (User has explicit intention to request more funding to complete current proposed project)
 - Potential proposal ideas that could be submitted as new projects in the future. (User has ideas for future activities that further the scope of proposed project)
- The Author must describe the follow-on work, if applicable, in the *Please Describe* field. This description should be in the form of a Project Synopsis, and include estimated costs for each anticipated out-year request.
- Sometimes during the period of performance, Principal Investigators identify additional efforts that will enhance overall project goals. If this happens, you may submit a request for additional funding for the next fiscal year, even if you did not identify an anticipated need for additional funding in the Follow-on Work section. The Review Committee will assess these continuation funding requests against other submittals. Additional funding is not guaranteed.

Expected Products Tab

- List all expected products/deliverables that will be submitted during the project's period of performance.
- The Author must complete the following fields:
 - *Product Type*: choose the most appropriate product type from the pull-down list.
 - *Brief Description*: a single sentence describing the expected product.
 - *Date Due*: the date you intend to deliver the expected product. The date must precede the project's completion date. That is, all products must be submitted *and accepted* by the Legacy Program before the project's end date.
- **IMPORTANT**: The itemized products list must include progress reports at six-month intervals, a Legacy Program fact sheet (one-page summary of the overall effort), tech transfer with plan to distribute (e.g. webinar, transfer plan), and any other deliverable associated with the completion and implementation of the proposed work.
 - For the six-month progress report(s), please select 'Interim Report' from the Product Type pull-down list.
 - If your proposal receives funding, you can find the six-month progress report template on the Progress Report tab under your project's file on the Legacy Tracker.
 - The template for the Legacy Program fact sheet is located on the Tracker under the Info & Guidelines tab at the top of the page.
- If more than one organization is requesting funds, enter expected products separately for each organization. Click on the specific Requesting Organization at the top of the page to indicate deliverables for the correct organization.

IMPORTANT: If you are a non-federal agency or organization, the award made by Legacy will likely come via a Cooperative Agreement from Washington Headquarters Services (WHS) as the contract Designee.

Technical POC Tab

- This is the contact information for the person responsible for submitting the proposal and ensuring its successful completion if/once funded. This tab *must* be kept current throughout the period of performance. Contact Legacy Program staff to update the Technical POC's name, phone, fax, email, etc.
- You must enter Technical POC information for each organization requesting funding. **NOTE:** if you sub-allocate funds, you do not need to enter Technical POC information for those organizations *unless the organization is a federal agency*.
NOTE: whether an organization is listed here or not, key staff should still be listed in the Primary Personnel section.

Financial POC Tab

- This is the contact information for the person who is authorized by the recipient organization to sign the appropriate funding documents (Military Interdepartmental Purchase Request [MIPR], Cooperative Agreement, Project Order, or Interagency Agreement). This tab *must* be kept current throughout the period of performance. Contact Legacy Program staff to update the Financial POCs' name, phone, fax, email, etc.
- You must enter Financial POC information for each organization requesting funding. **NOTE:** if you intend to sub-allocate funds, you do not need to enter Financial POC information for those organizations *unless the organization is a federal agency*. It will be your responsibility to track, expend, and report all funding.

DoD Tab

- This section of Tracker is for internal Legacy Program staff use only.

Action & Review Tab

- In the Comments field, Project Authors must indicate the type of award they hope to receive (i.e., Military Interdepartmental Purchase Request [MIPR], Project Order, Cooperative Agreement, or Interagency Agreement).
 - A **MIPR** is a type of interagency agreement used to place orders for supplies and non-personal services with a military department. The goods or services may be provided from in-house resources or may be procured from commercial sources.
 - A **Project Order** is essentially a MIPR with the ability to "carry-over" some orders from one fiscal year to the next.
 - A **Cooperative Agreement** is a legal instrument that agencies use to enter into the same kind of relationship as a grant, except that the contract Designee and recipient substantially coordinate when carrying out the funded activity. Contract Designees use Cooperative Agreements with non-federal governmental entities, such as universities, companies, state agencies, non-profit, or for-profit organizations.
 - An **Interagency Agreement** is a binding agreement between DoD Components or between a DoD Component and a non-DoD federal agency that uses a MIPR as a means of payment. DoD issues these agreements under the authority of the Economy Act or the Sikes Act. Interagency Agreements that DoD issues under the Economy Act may extend across fiscal years, but the Period of Performance cannot exceed 12 months. Interagency Agreements that DoD issues under the

Sikes Act, which is the method the Legacy Program typically uses, may extend across fiscal years with a maximum Period of Performance of 18 months.

- To save the Full Proposal and return to complete it later, select “Save with no Action” from the Action pull-down list at the top of the page, and then select “Submit.”
 - Be sure to check the notes section on this tab for pre-proposal feedback.
 - Ensure you have incorporated all Legacy feedback as appropriate.
- To submit a completed Full Proposal, select “Submit Proposal to OSD” from the Action pull-down list at the top of the page, and then select “Submit.”
- **Once you’ve submitted your Full Proposal, you cannot change the document, so please be sure you are ready to submit before doing so.**

Letters of Support Tab

- There are two types of letters that illustrate proposal support: 1) the *Electronic Letter of Support for DoD Installation Use*, which provides DoD support for installation access and use, and 2) the *Letter of Endorsement*, which supports a proposed project but does not offer permission to access and use an installation. If you have already obtained a Letter of Support, please email it to DoDLegacy@bah.com and moshe.d.muller.ctr@mail.mil. Legacy Program staff will upload them to the Tracker.
- If your proposal involves monitoring, data collection, or contacting personnel for information on one or more DoD installations, an *Electronic Letter of Support for DoD Installation Use* is required.
 - **IMPORTANT:** YOU, and not the Legacy Program, must obtain proper authorization from the appropriate Military Service point of contact(s) for any on-installation work.

Purpose Statement

- **IMPORTANT:** The Legacy Program began using WHS as a contract Designee for Cooperative Agreements in fiscal year 2014. WHS requires a completed purpose statement for all funding they award via a Cooperative Agreement.
 - For those organizations who will be awarded funds via a Cooperative Agreement, Legacy Program staff will provide the purpose statement template and ask them to complete the highlighted fields. Project Authors must complete and return the purpose statement before funds can be awarded.
- Use information included in your proposal on the Tracker to complete the highlighted fields and return the completed purpose statement to Legacy Program staff.³

Generally, Successful Full Proposals:

- Iterate the direct benefit to the military mission, indicating Military Service benefit, direct testing and training benefits, and any DoD-wide significance.
- Present a *Project Synopsis* that clearly articulates what the work will achieve, why it’s important, and how it will benefit the military’s mission.
- Describe the *Work Plan* and *Project Approach* in ways that are clear and easy to understand.

³ The WHS purpose statement template is located in Appendix A.

- Identify any relationship between the proposed work and other related or similar work completed or currently underway.
- Detail the *Expected Products* that will result from the proposed effort.
- Provide an itemized budget as described in the *Budget Details* section.
- Include, as needed, an Electronic Installation Letter of Support.
- Have an effective Tech Transfer Plan.

Appendix A: WHS Purpose Statement Template:

Base Period (MONTH DAY, YEAR – MONTH DAY, YEAR)

INSERT PROPOSAL TITLE HERE

PLEASE DO NOT INSERT ANY INFORMATION THAT IS NOT INCLUDED IN YOUR PROPOSAL ON DODLEGACY.ORG

PURPOSE OF AGREEMENT: The Department of Defense (DoD) seeks to enter into a cooperative agreement with the requesting organization 1 to purpose (2-3 sentences). Specifically, this agreement will enhance military readiness by insert how and where this project will enhance military readiness.

BACKGROUND: Insert relevant background information (~150 – 200 words)

OBJECTIVE: DoD seeks to implement this agreement with the requesting organization 1 whose purpose is to insert the project’s objective (~200 words)

Specifically, the project will allow DoD to objective/purpose by:

- 1) Deliverable 1
- 2) Deliverable 2
- 3) Deliverable 3
- 4) Deliverable 4
- 5) Deliverable 5
- 6) Deliverable 6
- 7) Deliverable X (please insert additional deliverables, if needed)
- 8) Presenting progress reports every six months
- 9) Delivering a Legacy project fact sheet to highlight results

Budget Estimates:

<u>Item</u>	<u>Item Cost (\$)</u>
Equipment	Equipment subtotal
Materials/Supplies	Materials/Supplies subtotal
Other	Other subtotal
Other Labor	Other Labor subtotal
Overhead/Admin	Overhead/Admin subtotal
Salary	Salary subtotal
Travel	Travel subtotal

Total Cost: \$Total Cost