



CITY OF GUSTAVUS

CITY COUNCIL GENERAL MEETING

Monday, February 09, 2026 at 7:00 PM
Gustavus City Hall

COUNCIL MEMBERS

Mayor Sally McLaughlin
Vice Mayor Lucas Beck
Council Members: Renee Patrick,
Justin Marchbanks, Karen Hutten,
Jim Kearns, Mike Taylor

CITY HALL

City Administrator – Kathy Leary
City Clerk – Liesl Barker
City Treasurer – Ben Sadler
Phone: 907-697-2451
clerk@gustavus-ak.gov

AGENDA

VIRTUAL MEETING INFORMATION

ID: 515 501 9406 **PASSCODE:** XXXXXXXX **TEL:** 253-215-8782

ROLL CALL

Reading of the City of Gustavus Mission Statement

APPROVAL OF MINUTES

1. 12-08-2025 General Meeting Minutes
2. 01-19-2026 Special Meeting Minutes (rescheduled 01-12-2026 general meeting)

MAYOR'S REQUEST FOR AGENDA CHANGES

COMMITTEE / STAFF REPORTS

3. Disposal and Recycling Center Quarterly Report
4. City Clerk Quarterly Report
5. City Treasurer Monthly Report
6. City Administrator Monthly Report

PUBLIC COMMENT ON NON-AGENDA ITEMS

CONSENT AGENDA

ORDINANCE FOR PUBLIC HEARING

7. FY26-12NCO An Ordinance providing for the amendment of the City Held Accounts in Fiscal Year 2026 - Closing Out Capital Project CP24-02 Same Old Road Drainage.(Introduced 01-19-2026)

UNFINISHED BUSINESS

8. Approve GVFD Fire Chief Job Description

NEW BUSINESS

9. QUASI-JUDICIAL Matter City of Gustavus waives the right to file a protest of the renewal of Excursion Restaurant Llc's Restaurant Eating Place Liquor License
10. City of Gustavus writes off the following ambulance service debts from FY25 \$703.40 and ambulance subscription services \$80.00 as uncollectable, in total \$783.40.

11. CY26-XX A resolution approving the submission of Capital Improvement Funding Requests
12. FY26-XXNCO Introduction an Ordinance providing for the amendment of the city held accounts in fiscal year 2026 - closing Capital Project CP19-06 DRC Composting Facility (Public Hearing 02-09-2026)
13. Approve amendments to Gustavus Endowment Fund Grant Policy and Procedure
14. Approve project planning document for Heavy Equipment Procurement - CAT 950 Wheel Loader with Forks and Snowplow attachment

CITY COUNCIL REPORTS

15. Mayor Monthly Report

CITY COUNCIL QUESTIONS AND COMMENTS

PUBLIC COMMENT ON NON-AGENDA ITEMS

EXECUTIVE SESSION

ADJOURNMENT

POSTED ON: Month Day, 202X at P.O, Library, City Hall & <https://cms.gustavus-ak.gov/>

ADA NOTICE

Any person with a disability who requires accommodations in order to participate in this meeting should telephone the City Clerk's office at (907) 697-2451, at least 48 hours prior to the meeting in order to make a request for a disability related modification or accommodation.

MISSION STATEMENT

The City of Gustavus is a distinctive Alaskan City that provides high quality public services in a thoughtful, cost effective and professional manner to sustain a safe, beautiful tolerant environment to live, work, and play with respect for individual freedom and each other.

CITY OF GUSTAVUS, ALASKA
ORDINANCE FY26-12NCO

**AN ORDINANCE FOR THE CITY OF GUSTAVUS PROVIDING FOR THE AMENDMENT OF
 THE CITY HELD ACCOUNTS IN FISCAL YEAR 2026 – CLOSING OUT CAPTIAL PROJECT
 CP24-02 SAME OLD ROAD DRAINAGE**

BE IT ENACTED BY THE GUSTAVUS CITY COUNCIL AS FOLLOWS:

Section 1. Classification. This is a **Non-Code Ordinance**

Section 2. For the Fiscal Year of 2026, the following City held account balance transfers are to be made for the reasons stated.

Section 3. For the current fiscal year, City held accounts are amended to reflect the changes as follows:

CITY HELD ACCOUNTS	Amounts		Amended Balance	Change
	Account Balance*	<small>*Approximate, this is a dynamic value</small>		
CP24-02 Same Old Road Drainage <i>Transferring funds and closing out CP24-02</i>	\$ 69,003.00		\$ 0.00	\$ 69,003.00
AMLIP Capital Improv Long-Term <i>This transfer will move funds from FNBA Checking to Capital Project Long Term.</i>	\$ 685,027.83		\$ 754,030.83	\$ 69,003.00
Total Change in City Held Account Balances				\$ 0.00

Section 4. The City held accounts are hereby amended as indicated.

Section 5. Effective Date. This ordinance becomes effective upon its adoption by the Gustavus City Council.

DATE INTRODUCED: *January 19, 2026*

DATE OF PUBLIC HEARING: *February 9, 2026*

PASSED and **APPROVED** by the Gustavus City Council this XX day of _____, 2026.

Sally A McLaughlin, Mayor

Attest: Ben Sadler, City Treasurer

Attest: Liesl M. Barker, City Clerk



Item #9.

Document reference ID : 6427

Renewal Application Summary

Application ID:	6427
License No:	3794
License Type applied for Renewal:	Restaurant Eating Place License (REPL)
Licensee Name:	Excursion Restaurant, Llc
License Expiration Date:	12/31/2025
Doing Business As:	Excursion Restaurant
Premises Address:	5021 Rink Creek Rd, Gustavus, AK, 99826
Application Status:	In Review
Application Submitted On:	11/14/2025 03:43 PM AKST

Entity Information

Business Structure:	Limited liability company
FEIN/SSN Number:	
Alaska Entity number (CBPL):	60390D
Alaska Entity Formed Date:	
Home State:	

Entity Contact Information

Entity Address:

4007 Lower Honoapiilani Rd Unit 213, Lahaina, HI, 96761

Local Government and Community Council Details

City/Municipality: Gustavus

Borough: Unorganized Borough

Renewal Information

Are there any changes to your ownership structure that have not been reported to AMCO prior to this application?:

No

As set forth in AS 04.11.330, how many hours did you operate during the first calendar year for this renewal period?:

The license was regularly operated continuously throughout the first calendar year for this renewal period.

As set forth in AS 04.11.330, how many hours did you operate during the second calendar year for this renewal period?:

The license was regularly operated continuously throughout the second calendar year for this renewal period.

Please select the seasonality:

Seasonal

Please Provide your six-month operating period:

05/01-10/20

Operation Period Details:

We are a seasonal lodge that operates a restaurant inside the lodge building.

Has any person or entity in this application been convicted or disciplined for a violation of Title 04, 3 AAC 304 or 305, or a local ordinance adopted under AS 04.21.010 in the preceding two calendar years? Item #9.

No

Have any notices of violation or citations been issued for this license during the preceding two years?

No

Restaurant Affidavit

Revenue in Food Sales during the first Calendar Year in the Renewal Period	\$xxx.xx
Revenue in Alcohol Sales during first Calendar Year in the Renewal Period	\$xxx.xx
% of Gross Revenue from Food Sales during the first Calendar Year in the Renewal Period	94.61
Revenue in Food Sales during the second Calendar Year in the Renewal Period	\$xxx.xx
Revenue in Alcohol Sales during second Calendar Year in the Renewal Period	\$xxx.xx
% of Gross Revenue from Food Sales during the second Calendar Year in the Renewal Period	94.05

Restaurant Detail

Dining after standard closing hours: AS 04.16.010(c)	No
Dining by persons 16 – 20 years of age: AS 04.16.049(a)(2)	Yes
Dining by persons under the age of 16 years, accompanied by a person over the age of 21: AS 04.16.049(a)(3)	Yes
Employment for any persons under 21 years of age: AS 04.16.049(c)	Yes

List where within the premises minors are anticipated to have access in the course of business. (Example: Minors will only be allowed in the dining area. OR Minors will only be employed and present in the Kitchen.) Item #9.

We have front desk, dishwashers and housekeepers at the lodge that are minors. We also have guests that bring minors to stay and eat in the dining room.

Describe the policies, practices and procedures that will be in place to ensure that minors do not gain access to alcohol while dining or employed at your premises.

Our beer and wine are in locked areas during off hours. The wine / beer refrigerators and chillers are at a manager-controlled area while unlocked.

Is an owner, manager, or assistant manager who is 21 years of age or older always present on the premises during business hours? Yes

Food Service Permit

Is your license located in Municipality of Anchorage? No

Do you have Approved food service permit for this premises? Yes

Entertainment & Service

Are any forms of entertainment offered or available within the licensed business or within the proposed licensed premises? No

Food and beverage service offered or anticipated is: Table Service

Hours Of Operation

Sunday 04:00 PM - 09:00 PM

Monday 04:00 PM - 09:00 PM

Tuesday 04:00 PM - 09:00 PM

Wednesday 04:00 PM - 09:00 PM

Thursday 04:00 PM - 09:00 PM

Friday 04:00 PM - 09:00 PM

Attestations

As an applicant for a liquor license renewal, I declare under penalty of perjury that I have read and am familiar with AS 04 and 3 AAC 305, and that this application, including all accompanying schedules and statements, are true, correct, and complete.

I agree to provide all information required by the Alcoholic Beverage Control Board or requested by AMCO staff in support of this application and understand that failure to do so by any deadline given to me by AMCO staff will result in this application being returned and the license being potentially expired if I do not comply with statutory or regulatory requirements.

I certify that in accordance with AS 04.11.450, no one other than the licensee(s), as defined in AS 04.11.260, has a direct or indirect financial interest in the licensed business.

I certify that this entity is in good standing with Corporations, Business and Professional Licensing (CBPL) and that all entity officials and stakeholders are current and I have provided AMCO with all required changes of the ownership structure of the business license and have provided all required documents for any new or changes of officers.

I certify that all licensees, agents, and employees who sell or serve alcoholic beverages or check identification of patrons have completed an alcohol server education course approved by the ABC Board and keep current, valid copies of their course completion cards on the licensed premises during all working hours, if applicable for this license type as set forth in AS 04.21.025 and 3 AAC 305.700.

I hereby certify that I am the person herein named and subscribing to this application and that I have read the complete application, and I know the full content thereof. I declare that all of the information contained herein, and evidence or other documents submitted are true and correct. I understand that any falsification or misrepresentation of any item or response in this application, or any attachment, or documents to support this application, is sufficient grounds for denying or revoking a license/permit. I further understand that it is a Class A misdemeanor under Alaska Statute 11.56.210 to falsify an application and commit the crime of unsworn falsification.

Signature

This application was digitally signed by : David Olney on 11/14/2025 03:58 PM AKST

Payment Info

Payment Type : CC

Payment Id: 45a3f8ad-8457-4eac-bf1f-9d3f5f8e84c0

Receipt Number: 101201089

Payment Date: 11/14/2025 04:09 PM AKST

License Detail

Item #9.

LICENSE DETAILS

License #: 1028566

License unavailable for printing

Business Name: EXCURSION RESTAURANT LLC.

Status: Expired

Issue Date: 11/09/2015

Expiration Date: 12/31/2021

Has Telemedicine: No

Mailing Address: 2509 N 53RD ST
PHOENIX, AZ 85008

Physical Address: 5021 Rink Creek Rd
6029529096
Gustavus, AK 99826-9096

Owners

Owner Name	Entity #	Entity Status
EXCURSION RESTAURANT LLC.	60390D	Involuntarily Dissolved

Activities

Line of Business	NAICS	Professional License #
72 - Accommodation and Food Services	721191 - BED-AND-BREAKFAST INNS	

Endorsements

No Endorsements Found

License Lapse(s)

If this business license lapsed within the last four years the lapsed periods will appear below. Lapsed periods are the unlicensed period between an expiration date and renewal date.

No Lapses on record for the last 4 years.

[Close License Detail](#)
[Print Friendly Version](#)

Details

ENTITY DETAILS

Name(s)

Type	Name
Legal Name	EXCURSION RESTAURANT LLC.

Entity Type: Limited Liability Company

Entity #: 60390D

Status: Involuntarily Dissolved

AK Formed Date: 2/28/1997

Duration/Expiration: Perpetual

Home State: ALASKA

Next Biennial Report Due: 1/2/2025

Entity Mailing Address: PO BOX 255, GUSTAVUS, AK 99826

Entity Physical Address: 5021 RINK CREEK RD, GUSTAVUS, AK 99826

Registered Agent

Agent Name: Jane Olney Sheahan

Registered Mailing Address: PO BOX 111, GUSTAVUS, AK 99826

Registered Physical Address: LOT 2 COHO DRIVE, GUSTAVUS, AK 99826

Officials

Show Former

AK Entity #	Name	Titles	Owned
	DAVID OLNEY	Member	49.00
	JANE SHEAHAN	Member	51.00

Filed Documents

Date Filed	Type	Filing	Certificate
2/28/1997	Creation Filing		
8/07/1997	Biennial Report		
1/06/1999	Biennial Report	Click to View	
2/05/2001	Biennial Report	Click to View	
1/10/2003	Biennial Report	Click to View	
2/03/2005	Agent Change	Click to View	
2/03/2005	Biennial Report	Click to View	
12/28/2006	Biennial Report	Click to View	
11/14/2011	Biennial Report	Click to View	

Date Filed	Type	Filing	Item #9.
6/07/2012	Biennial Report	Click to View	
1/14/2013	Biennial Report	Click to View	
8/26/2014	Change of Officials	Click to View	
12/15/2014	Biennial Report	Click to View	
12/02/2016	Biennial Report	Click to View	
12/24/2018	Biennial Report	Click to View	
1/22/2019	Agent Change	Click to View	
6/30/2021	Biennial Report	Click to View	
12/20/2022	Biennial Report	Click to View	
8/20/2025	Admin Dissolution		Click to View

[Close Details](#)[!\[\]\(65669ef2a9341eca7c5ba6092e766555_img.jpg\) Print Friendly Version](#)



THE STATE
of **ALASKA**
GOVERNOR MIKE DUNLEAVY

Item #9.
Department of Commerce, Community,
and Economic Development

ALCOHOL & MARIJUANA CONTROL OFFICE
550 West 7th Avenue, Suite 1600
Anchorage, AK 99501
Main: 907.269.0350

January 22, 2026

From: Alcohol.licensing@alaska.gov; amco.localgovernmentonly@alaska.gov;

Licensee: **Excursion Restaurant, LLC**

DBA: Excursion Restaurant

VIA email: beartrackinn@gmail.com; glacierbeartrac@gmail.com; david.olney@hyatt.com

Local Government 1: Gustavus

Via Email: clerk@gustavus-ak.gov

Re: Restaurant Eating Place License #3794 Combined Renewal Notice for 2026-2027 Renewal Cycle

License Number:	#3794
License Type:	Restaurant Eating Place License
Licensee:	Excursion Restaurant, LLC
Doing Business As:	Excursion Restaurant
Physical Address:	5021 Rink Creek Road Gustavus, AK 99826
Designated Licensee:	David Olney
Phone Number:	602-952-9096
Email Address:	beartrackinn@gmail.com; glacierbeartrac@gmail.com; david.olney@hyatt.com

License Renewal Application

Endorsement Renewal Application

Dear Licensee:

Our staff has reviewed your application after receiving your application and the required fees. Your renewal documents appear to be in order, and I have determined that your application is complete for purposes of AS 04.11.510, and AS 04.11.520.

Your application is now considered complete and will be sent electronically to the local governing body(s), your community council if your proposed premises are in Anchorage or certain locations in the Matanuska-Susitna Borough, and to any non-profit agencies who have requested notification of applications. The local governing body(s) will have 60 days to protest the renewal of your license.

Your application will be scheduled for the **April 14th, 2026** board meeting for Alcoholic Beverage Control Board consideration. The address and call-in number for the meeting will be posted on our home page. The board will not grant or deny your application at the meeting unless your local government waives its right to

protest per AS 04.11.480(a). Information about this board meeting can be found on our website closer to the date of the board meeting. [Home, Alcohol & Marijuana Control Office](#)

Please feel free to contact us through the Alcohol.licensing@alaska.gov email address if you have any questions.

Dear Local Government:

We have received completed renewal applications for the above-listed licenses within your jurisdiction. This is the notice required under AS 04.11.480. A local governing body may protest the issuance, renewal, relocation, or transfer to another person of a license with one or more endorsements, or issuance of an endorsement by sending the director and the applicant a protest and the reasons for the protest in a clear and concise statement within 60 days of the date of the notice of filing of the application. A protest received after the 60-day period may not be accepted by the board, and no event may a protest cause the board to reconsider an approved renewal, relocation, or transfer.

To protest any application(s) referenced above, please submit your written protest for each within 60 days to AMCO and provide proof of service upon the applicant and proof that the applicant has had a reasonable opportunity to defend the application before the meeting of the local governing body.

If you have any questions, please email amco.localgovernmentonly@alaska.gov.

Sincerely,
Reece Parks, Licensing Examiner II
For
Kevin Richard, Director

CITY OF GUSTAVUS, ALASKA
RESOLUTION CY26-XX

A RESOLUTION BY THE CITY OF GUSTAVUS APPROVING THE SUBMISSION OF CAPITAL IMPROVEMENT FUNDING REQUESTS

WHEREAS, the City of Gustavus does not have a Public Works Department and therefore issues RFP's to contract with local businesses to maintain its 24 miles of gravel roads, city facilities access, and parking. Local contractors are limited to an undersized and severely aged equipment fleet in our remote community that is engaged in everything from gravel extraction and road/drainage maintenance, to snowplowing and snow removal. And since this equipment was found to be inadequate to perform the task of removing the extreme quantities of snow in an acceptable and safe manner during the recent December 25/January 26 record setting snow event, the City of Gustavus determined that in order to protect, manage and maintain local assets, thereby protecting public safety and reducing liability, it needs a piece of heavy equipment, when locally owned equipment is unavailable or inadequate. The City would also be able to utilize a large loader to help assist with our ever limited gravel pit extraction processes, as well as at our landfill and boat harbor for routine operations currently being accomplished with older undersized equipment; (or not at all) and,

WHEREAS, Glen's Ditch is the primary drainage route on the west side of Gustavus Airport, Wilson Road and Glen's Ditch Road. It was platted as a State DOT&PF-maintained drainage easement and constructed five decades ago to drain the airport ponds. DOT&PF has declined to clean it from Gustavus Road south claiming the drainage easement has expired. Because Glen's Ditch runs along a City road, it falls to the City of Gustavus to maintain and upgrade it to prevent flooding of critical airport lands and City roads. It is badly restricted by vegetation and requires cleaning and replacement of culverts to accommodate the increasing flow needs from heavier storms occurring. The City proposes to replace two culverts with simple "flat rack" bridges to prevent future restrictions due to isostatic rebound. The project will require engineering design and specifications by a consultant; and,

NOW, THEREFORE, BE IT RESOLVED, that the Gustavus City Council approves and prioritizes the following FY26 Capital Improvement Project (CIP) funding requests to the Alaska Legislature in the amounts indicated below and urges the Legislature and Governor to consider them favorably.

1. Heavy Equipment Procurement – CAT950 Loader w/ Attachments	\$538,530.00
2. Glen's Ditch Cleaning & Culvert Replacement	\$100,000.00

PASSED and **APPROVED** by a duly constituted quorum of the Gustavus City Council, this th day of , 2026, and effective upon adoption.

Sally A. McLaughlin, Mayor

Attest: Liesl M. Barker, City Clerk

CITY OF GUSTAVUS, ALASKA
ORDINANCE FY26-XXNCO

**AN ORDINANCE FOR THE CITY OF GUSTAVUS PROVIDING FOR THE AMENDMENT OF
 THE CITY HELD ACCOUNTS IN FISCAL YEAR 2026 –
 CLOSING CAPITAL PROJECT CP19-06 DRC Composting Facility**

BE IT ENACTED BY THE GUSTAVUS CITY COUNCIL AS FOLLOWS:

Section 1. Classification. This is a **Non-Code Ordinance**

Section 2. For the Fiscal Year of 2026, the following City held account balance transfers are to be made for the reasons stated.

Section 3. For the current fiscal year, City held accounts are amended to reflect the changes as follows:

CITY HELD ACCOUNTS	Amounts		Amended Balance	Change
	Account Balance*	<small>*Approximate, this is a dynamic value</small>		
CP19-06 DRC Composting Facility <i>Transferring funds and closing out CP19-06</i>	\$ 66,645.85		\$ 0.00	\$ 66,645.85
AMLIP Capital Improv Long-Term <i>This transfer will move funds from AMLIP Capital Current to Capital Improvements Long Term.</i>	\$ 692,626.70		\$ 759,272.55	\$ 66,645.85
Total Change in City Held Account Balances				\$ 0.00

Section 4. The City held accounts are hereby amended as indicated.

Section 5. Effective Date. This ordinance becomes effective upon its adoption by the Gustavus City Council.

DATE INTRODUCED: *February 09, 2026*

DATE OF PUBLIC HEARING: *March 09, 2026*

PASSED and **APPROVED** by the Gustavus City Council this XX day of _____, 2026.

Sally A McLaughlin, Mayor

Attest: Ben Sadler, City Treasurer

Attest: Liesl M Barker, City Clerk

City of Gustavus

PROJECT DEVELOPMENT SHORT FORM

Project Eligibility: All projects may start with a Project Development Short Form. More complex projects will require the Project Development Long Form. Complex projects include those with a multi-phase, multi-year planning and implementation process, significant funding requirement, and/or broad impact.

Does the proposed project represent a complex project? YES NO

If no, please fill out the additional Project Budget section of this form.

Will the proposed project result in a fixed asset (e.g., land, major equipment, building or other structure, road or trail) with an anticipated life of at least two years? YES NO

Will the project provide broad community benefit? YES NO

If you answered yes to any of the above questions, please provide the following additional information.

1. Project title: Heavy Equipment Procurement - CAT 950 Wheel Loader with Forks and Snowplow Attachment

Project description and benefit. Describe the project in half a page or less, including specific features /affected parties?

The City of Gustavus requires an adequately sized, versatile wheel loader to protect, manage, and maintain local assets, most importantly our almost 24 miles of gravel roads, parking lots, and includes other operational needs such as at the DRC and gravel pit, that undersized equipment cannot handle.

Extremely outdated, in some cases undersized, and unreliable private equipment results in high rental costs, equipment downtime, additional contractual costs, causes delays in emergency responses, and puts critical infrastructure and public assets at risk. Enhanced capability is needed for emergency cleanup, snow removal, and securing areas, thereby protecting public safety and reducing liability and must be a priority for the City.

Acquisition of a new machine to successfully execute winter and supplementary road and drainage maintenance activities and assisting with other city operations, without disruption of services, will enhance risk mitigation, provide for operational proficiency, and provide long-term cost savings. Investing in this loader is an initiative-taking, necessary measure to protect local assets from deterioration and damage. It will provide a return on investment through improved operational efficiency, and improved response times to emergencies.

Specifications attached.

2. Plans and progress. Describe in one or two paragraphs what has been accomplished so far (anything). This may include feasibility study, conceptual design, final design/engineering/permitting, fundraising activity, and total funds raised to date. **Quote has been obtained from Juneau, Alaska branch of NC Machinery using Sourcewell, which applies a significant municipal discount.**

This was discussed at 1/26/2026 City Council Work Session and agreed it should be part of the CIP and a priority to include in CAPSIS.

3. Project cost:

A. TOTAL COST (including funds already secured) = \$ **538,530.00**

B. For construction projects, break out preconstruction costs (feasibility/design/permitting):

Preconstruction costs = \$ _____ Construction costs = \$ _____

4. Timeline: Indicate when you hope to complete each phase of the project. **Equipment delivered and in place by 10/15/2026**

A. For projects that consist of land or equipment purchase only, state when the purchase would be made: **Approximately 6 months prior to delivery (lead time for manufacturing)**

For construction projects:

B. Preconstruction phase to be completed by N/A
 C. Construction phase to be completed by N/A

5. Provide a quality digitized photo, drawing, map, or other graphic image of your project if possible.



6. Date and name of person submitting form. **1/27/2026 Kenneth J. Marchbanks**

Project Budget

Proposed Budget Line Items

Construction project Budget estimate	Cost	Operational budget estimate (annual)	Cost
Administrative	\$	Personnel	\$
Project management	\$	Benefits	\$
Land, structures, ROW, easements	\$	Training	\$1800
Engineering work	\$	Travel	\$
Permitting, inspection		Equipment	\$
Site work	\$	Contractual	\$
Demolition and construction	\$	Supplies (fuel, oil, lube)	\$15,000
Waste disposal	\$	Utilities	\$
Equipment	\$503,230	Insurance	\$8,000
Freight	\$10,000	Repair & maintenance	\$6,000
Contingencies	\$5,300	Other (list)	\$
Other (list) Chains/studs	\$20,000	Total direct costs	\$
		Indirect costs	\$
		Income (fees, taxes)	\$
		Balance: costs-income	\$

See attached Specifications sheet.