Maximizing the Impact of the Inflation Reduction Act



November 9th, 2023



Introductions



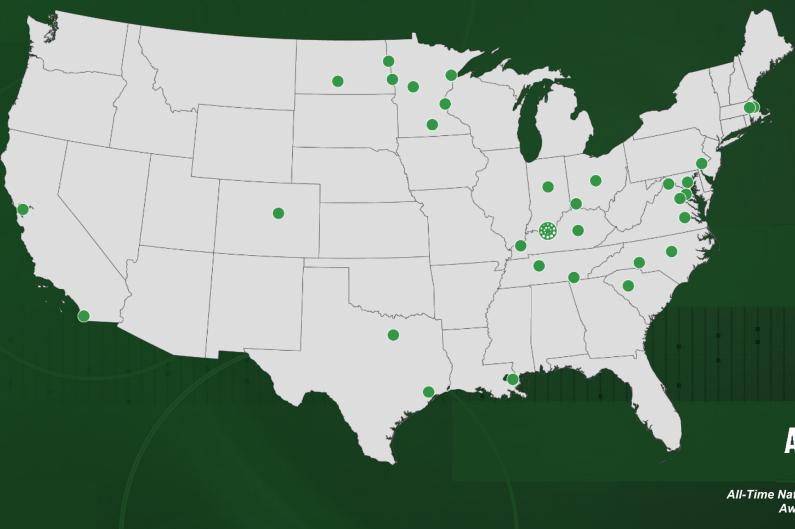


Jason Volz, PE Project Manager



Tim Hockensmith, Former School CFO

National Leader in High Performance Facilities750+195 PEs35 Offices20+ Year Project Utility Database











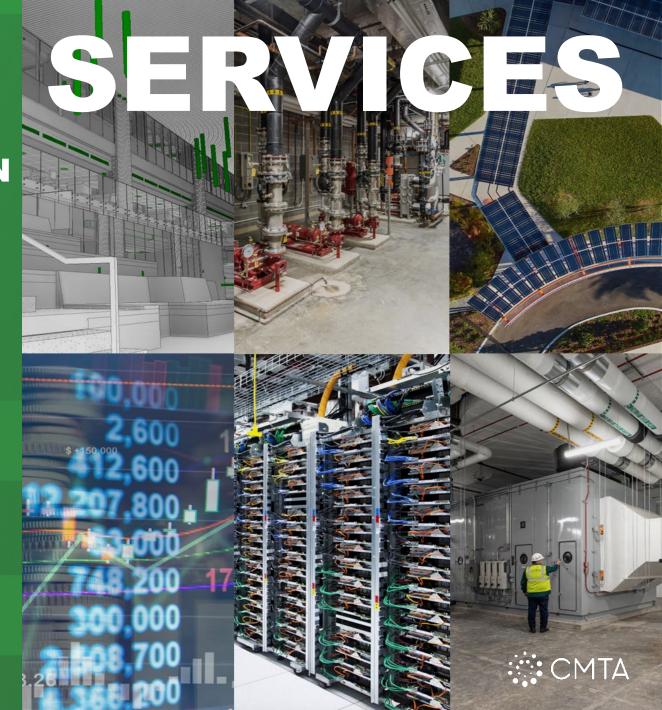
All-Time National Technology Award Winning Firm MECH, ELEC, & PLUMBING DESIGN

SOLAR DESIGN / INSTALL

TECHNOLOGY / SECURITY

COMMISSIONING

ENERGY SAVINGS PROJECTS



9M

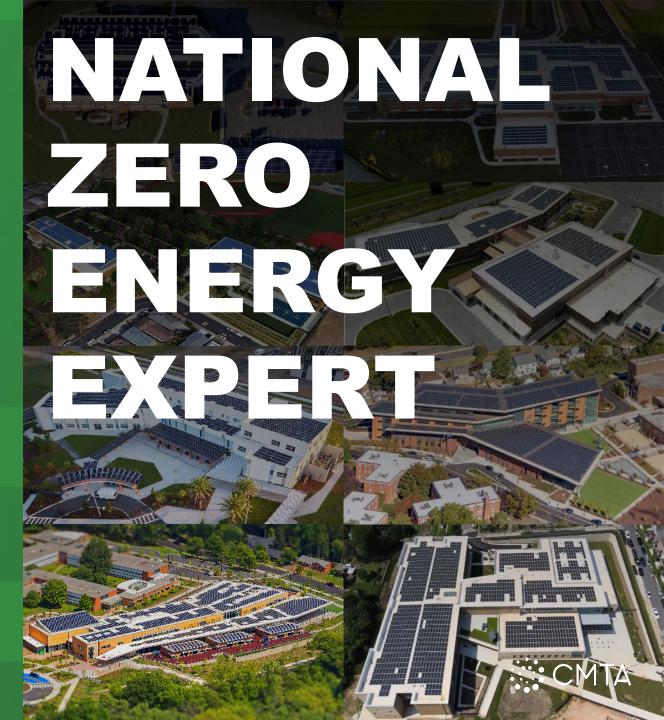
Square Feet of Zero Energy / Zero Carbon Facilities

180M

Metric Tons of CO₂e Eliminated through Planning / Design

150 MW

Renewable Power Designed / Installed



Inflation Reduction Act Impact

The Inflation Reduction Act (signed into law 8/16/22) looks to create a historic investment in Carbon Reduction and promises to cut emissions by 40% by 2030.

At more than \$370B in direct funding, the Inflation Reduction Act represents the single largest investment in climate and clean energy solutions in American history.

Expanding access to clean energy by making clean energy tax credits more accessible and extending them by 10 years.

Creating jobs and increasing our country's energy security by investing billions in manufacturing solar panels, batteries, and other clean energy technologies in the U.S.







We at CMTA are not CPAs. We've done our research, but there are some things to be careful of:

- We are not tax advisors. This Act influences the finances of building designs. Therefore, we are providing a technical summary of the impacts that we see on the technical design of buildings.
- Tax law is constantly changing.
- Within Inflation Reduction Act, further clarifications are expected to be released in the coming months by the Department of Treasury.



IRA Funding Breakdown

CMTA

IRA Categories

- \$370B Total funding
- \$92B Clean energy production credits
- \$65B Clean energy investment credits
- \$37B Advanced manufacturing credits
- \$31B Non-commercial credits
- \$16B Carbon capture use and sequestration (CCUS) and hydrogen credits
- \$9B Clean/renewable fuel credits
- \$5B Fleet/EV credits
- \$2B Energy efficient buildings credit
- \$59B Clean energy grants
- \$6B Clean or low emission vehicle/fuel grants

Clean Energy Production Credits, \$92B	Clean Energy Grants, \$65B			
Clean Energy Investment Credits, \$65B			EV, \$5B	

Inflation Reduction Act Impact – Clean Vehicles

Grants

- Clean Heavy-Duty Vehicles (\$1 billion) The IRA will provide \$1 billion to states, local governments and nonprofit school transportation associations to replace Class 6 and Class 7 heavy-duty vehicles with zero-emission vehicles.
- Funding can also be used to purchase, install, operate and maintain the charging infrastructure.

Tax Credits available for elective pay

- Alternative Fuel Refueling Property Credit- Allows for credits of up to \$100,000 for installations of charging infrastructure.
- Qualified Commercial Clean Vehicles Credit will be equal to 15 percent of its cost or 30 percent for EV/Hydrogen. Caps for credit range from \$7,500 to \$40,000 depending on vehicle size.



Inflation Reduction Act Impact – Grant Programs

Grants

 Greenhouse Gas Reduction Fund (\$27 billion) The IRA will provide \$27 billion to establish a new Greenhouse Gas Reduction Fund to invest in nonprofit, state and local financing institutions designed to rapidly deploy low- and zero emission technologies by leveraging investment from the private sector. Projects funded under this program must reduce air pollution by reduction or avoidance of GHGs.



Industry Impact



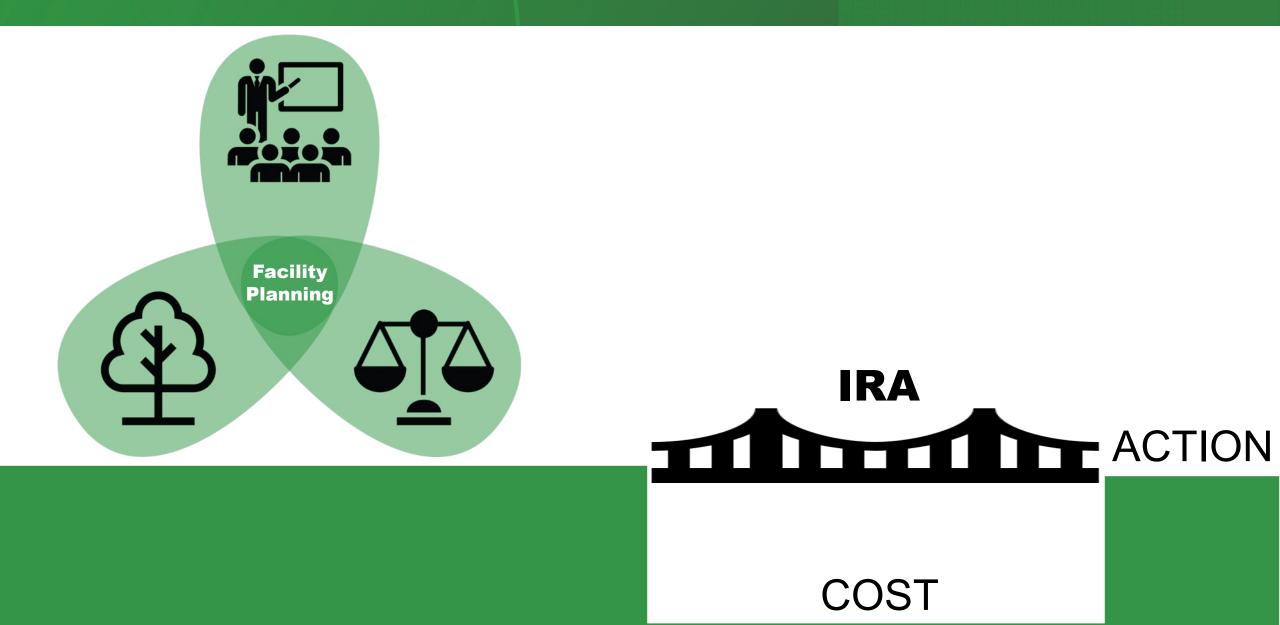


ACTION

COST

Industry Impact







The Inflation Reduction Act **EXPANDS ACCESS** to tax incentives which previously were only available to for Commercial or Residential entities.

Now Eligible:

- States and their political subdivisions*
- Local governments
- Public School Districts
- Electric Cooperatives
- 501 (c)(3) organizations -Hospitals/Private Colleges/Religious Organizations
- 501 (c)(4) organizations Political Organizations/Charities

Excluded: Federal Government Projects



The Inflation Reduction Act provides tax incentives for technologies across energy industry:

- Ground Source Heat Pumps
- Solar Energy
- Wind Energy
- Geothermal Energy
- Fuel Cells
- Microturbines
- Combined Heat and Power
- Energy Storage
- Biogas
- Waste to Energy
- Dynamic Glass

- <u>Microgrid Technology</u>
- Electric Vehicles
- Electric Vehicle Charging Infrastructure
- Carbon Sequestration
- Advanced Manufacturing
- Clean Hydrogen
- Zero Emission Nuclear
- Sustainable Aviation Fuel
- Biodiesel renewable fuel
- Energy Efficiency
- Energy Efficient Homes

Section 48: Investment Tax Credit (ITC) Geothermal



Investment Tax Credit (ITC) Geothermal

Previous Policy- Commercial or Residential Only

26% Investment Tax Credit (ITC)

 Geo Field, WSHPs, Pumps, Piping, Ductwork, Labor Costs, Design Fees, Electrical Power for Geo

Tax-Exempt Entities Did Not Qualify 😕



Investment Tax Credit (ITC) Geothermal

New Policy

Increases to 30% Investment Tax Credit (ITC) - Geo Field, WSHPs, Pumps, Piping, Ductwork, Soft Costs

Tax-Exempt Entities Elective Pay Option

Prevailing Wage & 15% Apprenticeship Requirements

Reduces to 6% ITC if not met

Applies to New Schools & Replacements (if changing system type)



Investment Tax Credit (ITC) – Credit Adders

Domestic Content: +10%

- 100% of steel and iron must be US manufactured.
- Goods must be 40% US manufactured through 2024, 55% by 2027

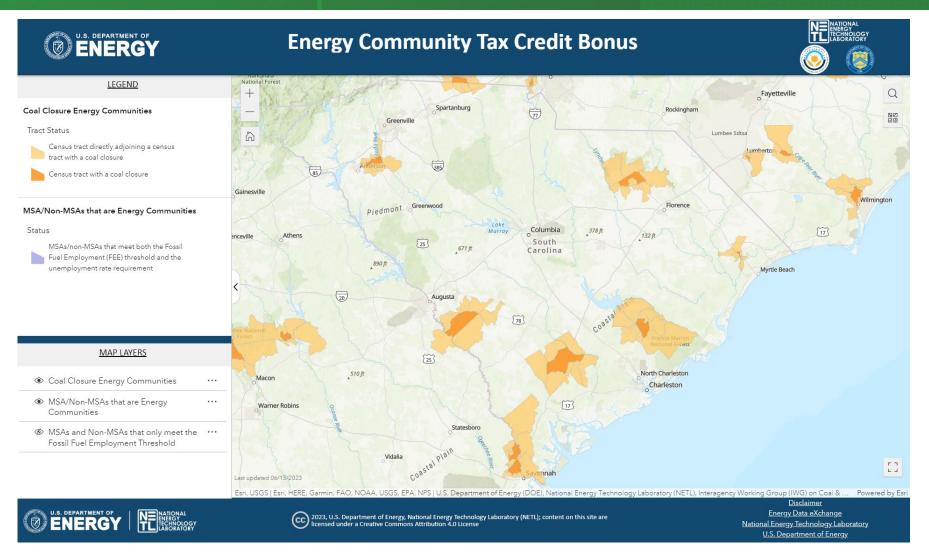


Existing Energy Communities: +10%

- Projects located in areas with significant extraction jobs in coal, oil, or natural gas.
- Projects in areas with a recent coal power plant closure and it's adjacent census district.
- Projects in Brownfield sites Sites that have contamination from pollutants/hazardous substances
 - Former Manufacturing Sites, former mining sites, gas stations, dry cleaners, etc.



Map of Energy Communities



From: US DOE Energy Community Tax Credit Bonus Map

Investment Tax Credit (ITC) Geothermal

Contingencies / Requirements

- 1. Must Meet Prevailing Wage / Apprenticeship Requirements:
 - Pay All Contractors Prevailing Wage (Including Repairs up to 5 Years After Project)
 - AND 15% of Work Completed by Certified Apprentices
 - <u>Unless:</u>
 - Less than 1MW of thermal output (~284 tons; 114,000 Sq. Ft.)
- 2. If funded with tax-exempt debt, credit is reduced by 15% (i.e.: 30% reduced to 25.5%)
- 3. After 2026, Domestic Content Credit Adder Required for Elective Pay



IRA Impact: K12 School Example



HVAC System Life Cycle Cost Analysis



No Boilers = Carbon Reduction

Less Space Needed for Equipment / Units

Noise Reduction vs. Other Systems

Operating Cost Savings

40% More Efficient than Traditional System

50+ Year System Life Expectancy

No Chemical Treatment / Water Savings

Less Maintenance / Redundancy

GEOTHERMAL EXPERIMENT

5,500

Miles of Geothermal Well Experience *Most in U.S.

Tons of Zero Carbon HVAC Supplied *Most in U.S.

23 Years of Geothermal Experience



IRA Impact: Solar



CMTA

IRA Impact: Solar

Previous Policy – Commercial/Residential Only

- 26% Investment Tax Credit (ITC)-For Profits ONLY
- No Production Tax Credit (PTC)
- NonProfit/Tax Exempt Entities (Schools)- NOPE



IRA Impact: Solar

New Policy with IRA

- 26% Investment Tax Credit (ITC)
- 30% Investment Tax Credit
 - Up to 70% with Credit Adders
- No Production Tax Credit (PTC)
- \$0.026/kWh Production Tax Credit (until 2032)
- Not for Profits unable to claim
- Elective Pay Applies



Investment Tax Credit (ITC) – Credit Adders

Domestic Content: +10%

- 100% of steel and iron must be US manufactured.
- Goods must be 40% US manufactured through 2024, 55% by 2027
 - *Solar difficult to achieve today based on this.
 - Including a roof replacement with PV will help, but has stipulations.

Existing Energy Communities: +10%

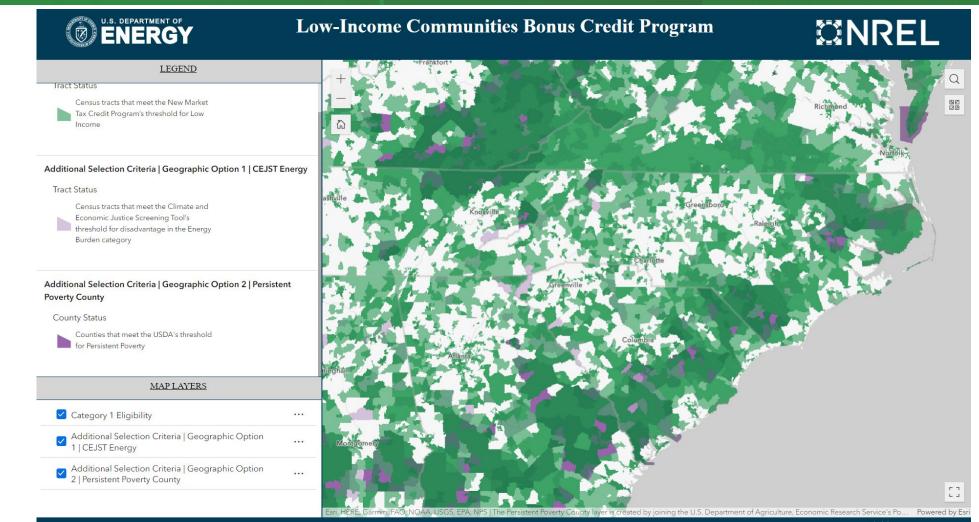
- Projects located in areas with significant extraction jobs in coal, oil, or natural gas.
- Projects in Brownfield sites
- See previous Map

Low Income Communities (Solar Only): +10% to 20%

- Application based bonus credit
- Potential for 20% depending on project location



Map of Low-Income Communities



Last Updated: September 29th, 2023 Next Update Expected: November 2023 2023, U.S. Department of Energy, National Renewable Energy Laboratory (NREL); content on this site are licensed under a Creative Commons Attribution 4.0 License

<u>Disclaimer</u> <u>DOE Low-Income Program Landing Page</u> <u>Source Data Files</u>

From: US DOE Low-Income Solar Tax Credit Bonus Mag

Impact on Solar Projects

Creighton's Corner Elementary

Assumptions

- 300kW dc system
- 1,150 kWh/kW
- \$0.095/kilowatt-hour utility
- \$2.30/Watt Install Cost
- 2% utility escalator
- IRA: 30% ITC, No Tax-Exempt Debt

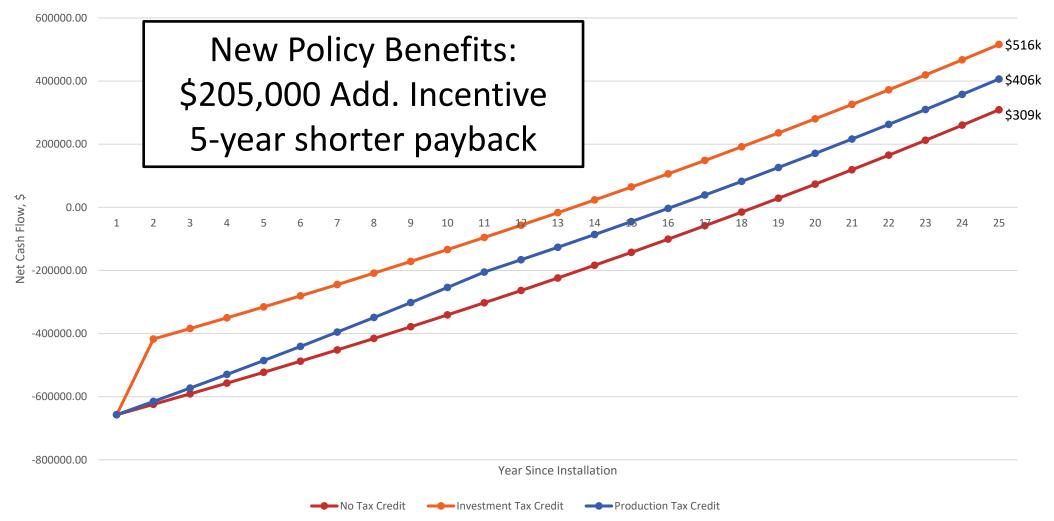




IRA Impact: Solar Example







IRA Path to Zero Energy

School sf	100,000sf	Solar kW	550kW
Budget/sf	\$420/sf	Solar \$/W	\$2.30 / W
Budget	\$ 42,000,000	Solar \$	\$ 1,265,000
HVAC %	17%	Solar IRA	34%
Geo HVAC \$	\$ 7,140,000	Solar ŞIRA	\$ 430,100
IRA\$ (Bonded)	34.0%	Solar \$	<mark>\$ 835,000</mark>
IRA \$	\$ 2,427,600	Remaining	<mark>\$ 1,592,600</mark>

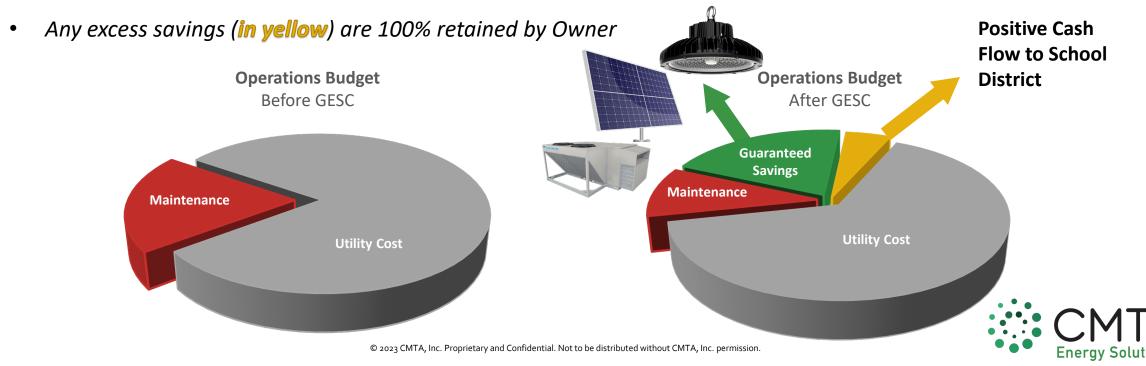


What is GESC?

Guaranteed Energy Savings Contract

A financing tool used to reallocate utility savings to make facility improvements.

- Funds are put towards your facilities rather than paid to the utility company
- You are paying for the upgrades whether you make them or not in the form of the utility costs
- Preserve Capital Funds for future capital improvements



Possible Solution – *Beasley Elementary*

Brand New Geothermal WSHP HVAC System

 Heating <u>and Cooling</u>
 WSHPs, Geo Field, DOAS, Piping, Pumps

 New Controls
 New Electrical As Needed
 New Kettles, Dishwasher, Domestic Water Heater

20-Yr Life-Cycle Savings

\$1,700,000

Option 1 Existing R to Remain Option 3 Option 2

Beasley Elementary





Building EUI $112 \rightarrow 40$

Inflation Reduction Act Impact

Potential 50% tax incentive

- ✓ 30% Base
- ✓ 10% Domestic Content
- ✓ 10% Energy Community

Building	Project	Est. Scope (\$)	Est. Incentive	
Beasley ES	HVAC System Replacement (Geo)	~\$6,700,000	~\$3,350,000	~\$10.8 Million
Wilson ES	HVAC System Replacement (Geo)	~\$4,500,000	~\$2,250,000	
Wooddell ES	HVAC System Replacement (Geo)	~\$4,000,000	~\$2,000,000	
Marsh STEM Academy	HVAC System Replacement (Hybrid)	~\$8,600,000	~\$3,225,000	



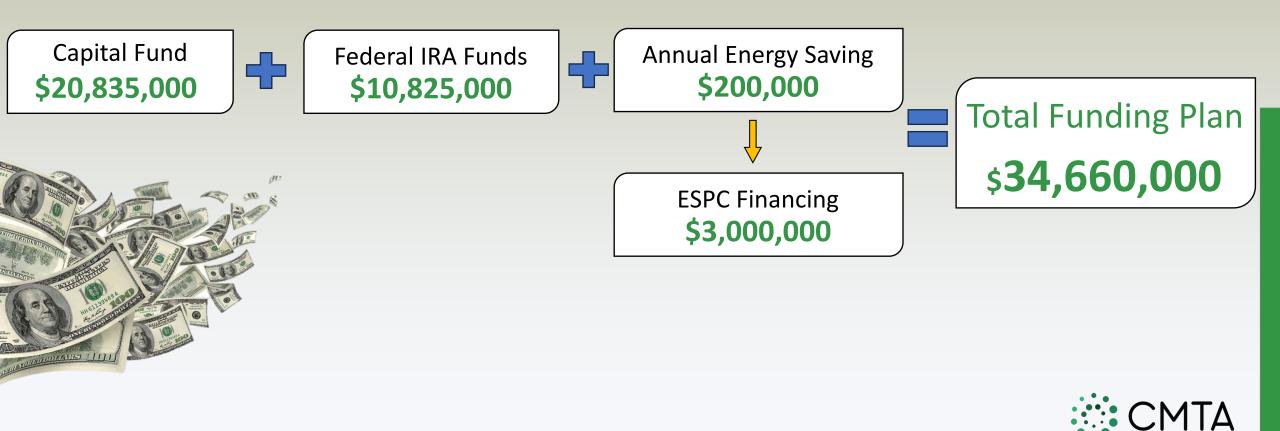
Project Options Summary

Building	Project	Est. Scope (\$)	Est. Incentive	Annual Savings
Beasley ES	HVAC System Replacement (Geo)	~\$6,700,000	~\$3,350,000	\$40,100
Wilson ES	HVAC System Replacement (Geo)	~\$4,500,000	~\$2,250,000	\$36,800
Wooddell ES	HVAC System Replacement (Geo)	~\$4,000,000	~\$2,000,000	\$26,100
Marsh STEM	HVAC System Replacement (HW/CHW VAV)	~\$6,100,000	#N/A	\$73,800
Academy	HVAC System Renovation (Hybrid Geo – WSHPs)	~\$8,600,000	\$3,225,000	\$96 <i>,</i> 300
Totals		\$23,800,000	\$10,825,000	\$199,300



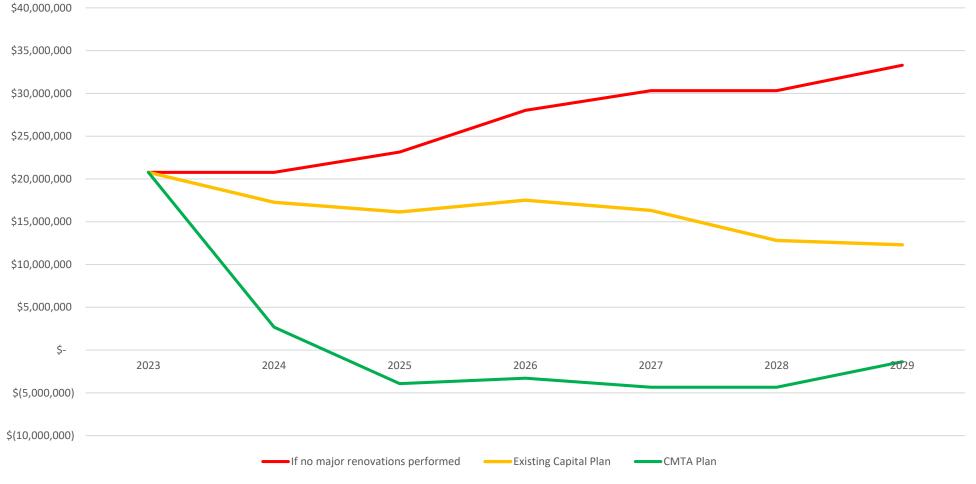


Maximizing Deferred Maintenance Funding Plan





Deferred Maintenance Funding Plan

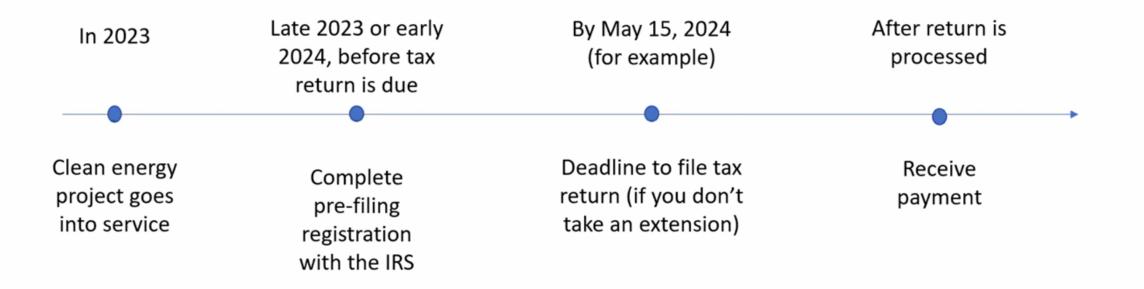


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Investment Tax Credit (ITC) Updates

- For any person that is not normally required to file an annual tax return with the IRS, the return they would be required to file is the Form 990-T.
- Public comment is still ongoing (until August 14th). All regulations are not final until public comment is finalized.

As the local government would not owe other federal income tax, the IRS would then make a refund payment in the amount of the credit to the local government.





Questions? Copy of the Slides?

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502.249.2023

Investment Tax Credit (ITC) Updates

- An EIN or TIN is required to complete the pre-filing registration process.
- Pre-filing registration is required.
- During the pre-filing registration process, you will need to list all applicable credits you intend to claim.
- Generally, will require an Independent Accountant's Report to outline costs eligible for credit
- After you complete the pre-filing registration process, the IRS will review the information provided and will issue a separate registration number for each applicable credit property
- More information about the pre-filing registration process will be available when the process is released later in 2023.



Investment Tax Credit (ITC) Updates

- The proposed guidance also includes a special rule that would enable entities to combine grants and forgivable loans with tax credits.
- If an energy property is funded by a grant or forgivable loan, entities would get the same value of eligible tax credit if the investment were fully locally funded— provided the credit plus grant/loan value does not exceed the cost of the energy property.

For Example

- ✤ A school district receives a tax-exempt grant in the amount of \$300,000 to purchase an electric school bus. Under IRA, clean commercial vehicles are eligible for a tax credit of up to \$40,000.
- The school district purchases the bus for \$400,000, using the grant and \$100,000 of the school district's unrestricted funds.
- The school district's basis in the electric bus is \$400,000 and the school district's section 45W credit is \$40,000
- Since the amount of the restricted tax-exempt grant plus the amount to the section 45 credit (\$340,000) is less than the cost of the electric bus, the school district's 45W credit is not reduced.

Questions?

CMTA Sector

CMTA.COM

ZERO ENERGY SCHOOLS









What is a Zero Energy School?



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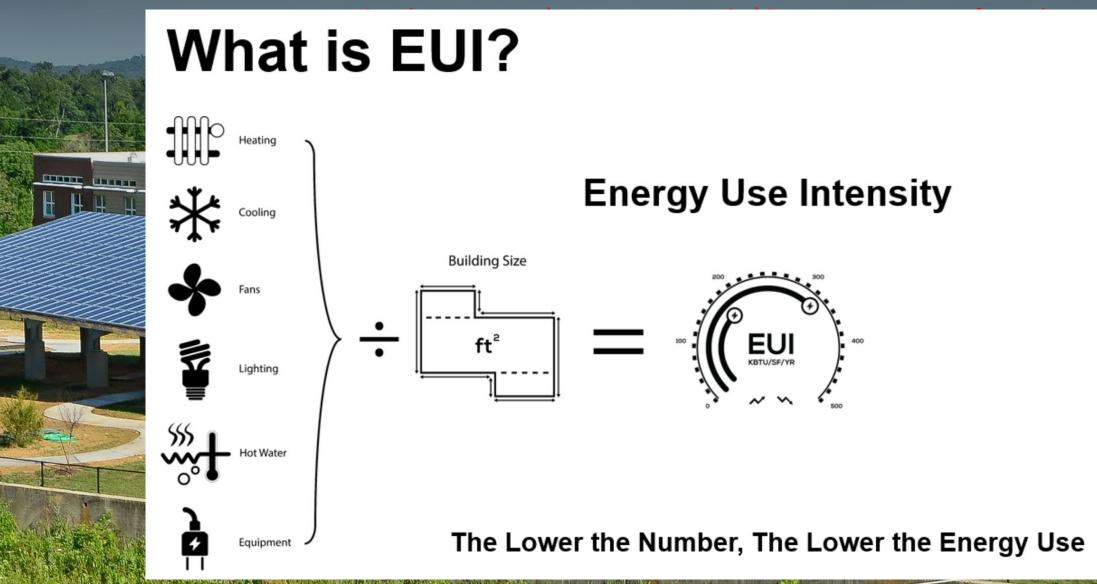


Richardsville Elementary

First Zero Energy School – 2009

8.0 (67% less)

o Energy Project



Discovery Elementary First LEED Zero Certified School – 2015 Performed EUI: 14.7 (73% Less Energy) CMTA's 7th Zero Energy Project

WENT ZERO ENERGY AFTER SCHOOL BUDGET WAS SET!

in i



ENERGY RETROFIT PROJECTS

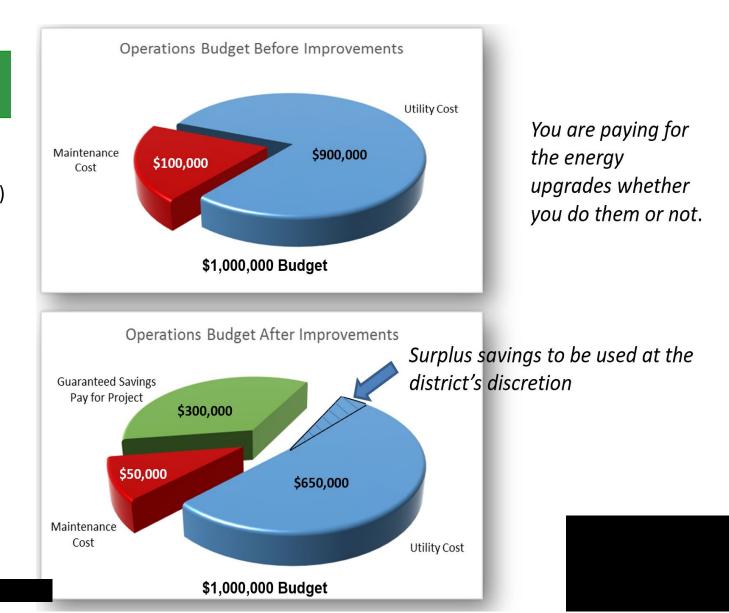






GESC Can Address:

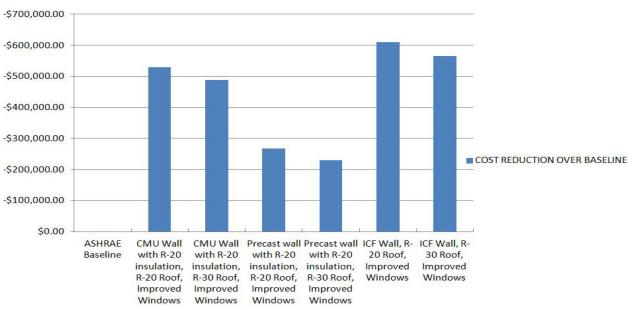
- 1. HVAC Renovations
- 2. Lighting upgrades (including site/daylighting)
- 3. Plumbing Fixtures and Infrastructure
- 4. Building Automation Systems
- 5. Problematic Equipment (Chillers/Boilers)
- 6. Telecom/Data Systems



Charette Process- Add This/Minus That

	INFILTRATION (cfm per			(COST REDUCTION OVER	1
ENVELOPE TYPE	square foot of wall)	COST OF ENVELOPE of envelope	COST OF HVAC SYSTEM	TOTAL COST	BASELINE	HVAC Tons
ASHRAE Baseline	0.3	\$3,747,526	\$6,983,966	\$10,731,492	2 0'	543
CMU Wall with R-20 insulation, R-20	/			1	,	1
Roof, Improved Windows	0.1	\$4,169,425	\$6,033,039	\$10,202,464	4 -\$529,028	3 382
CMU Wall with R-20 insulation, R-30	4			(,		1
Roof, Improved Windows	0.1	\$4,288,254	\$5,954,186	\$10,242,440	0 -\$489,052	2 369
Precast wall with R-20 insulation, R-20	/			1		1
Roof, Improved Windows	0.15	\$4,447,324	\$6,016,595	\$10,463,919	9 -\$267,573	3 379
Precast wall with R-20 insulation, R-30	/			1		1
Roof, Improved Windows	0.15	\$4,566,153	\$5,935,599	\$10,501,752	2 -\$229,740	366
ICF Wall, R-20 Roof, Improved	/			(ļ	1
Windows	0.08	\$4,185,772	\$5,935,599	\$10,121,371	1 -\$610,121	L 366
ICF Wall, R-30 Roof, Improved				1	,	1
Windows	0.08	\$4,304,601	\$5,860,813	\$10,165,414	4 -\$566,078	3 353





COST REDUCTION OVER BASELINE WALL TYPE

Taylor County, KY Project











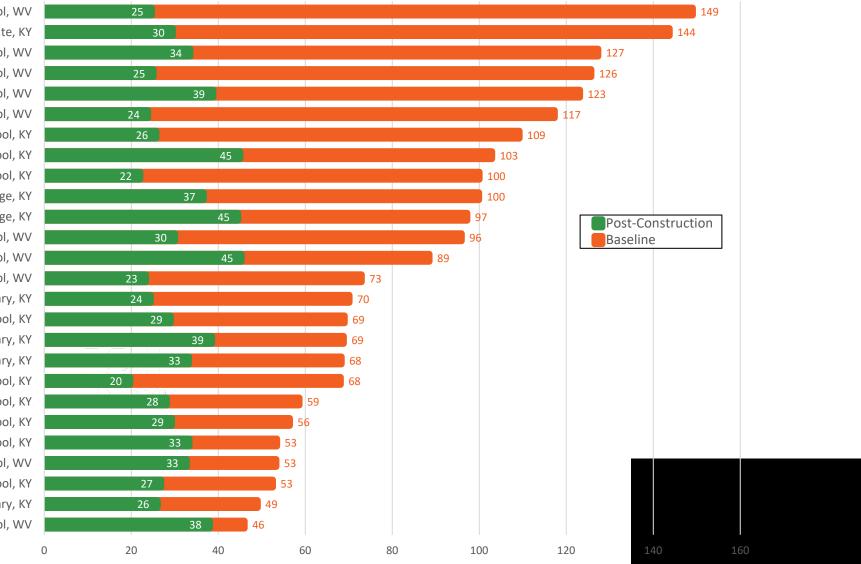






CMTA – Energy Retrofit Projects Success Stories

Valley View Elementary School, WV Pine Knot Intermediate, KY Berkeley Heights Elementary School, WV Opequon Elementary School, WV Gerrardstown Elementary School, WV Tuscarora Elementary School, WV McCreary Middle School, KY Powell County Middle School, KY East Valley Elementary School, KY Lawrenceburg Campus, Bluegrass Tech. College, KY Learning Resource Center, Ashland Tech. College, KY Rosemont Elementary School, WV Widmyer Elementary School, WV Mill Creek Intermediate School, WV Beechgrove Elementary, KY Morgan County Middle School, KY Whitley City Elementary, KY Pine Knot Primary, KY Bloomfield Middle School, KY Warren Elementary School, KY Greenwood High School, KY McCreary Central High School, KY Warm Springs Middle School, WV Natcher Elementary School, KY Morgan Central Elementary, KY Inwood Elementary School, WV



CMTA Energy Solutions References- Call them!

Greenville City Schools

Steve Starnes, Superintendent, 423-787-8014

Pontotoc City Schools

Mr. Phil Webb, Superintendent, 662-489-3336

Berkeley County Schools Mr. Manny Arvon, Superintendent, 304-267-3500

Elliott County Schools Dr. Tom Potter, Superintendent, 606-738-8002

Henry County Schools Mr. Tim Abrams, Superintendent, 502-854-8600

Kenton County Schools Mr. Rob Haney, Ex. Director of Support Operations and Finance, 859-344-8888

Marion County Schools

Ms. Taylora Schlosser, Superintendent, 270-692-3721

Middlesboro Independent Mr. Steve Martin, Superintendent, 606-242-8800

Morgan County Schools Mr. Darren Sparkman, Facilities Director, 606-743-8002

Nelson County Schools, Phase 1 and 2

Mr. Tim Hockenemith Chief Operation Officer 502 221 9600

"Given the opportunity to employ CMTA for any future business in our district it would be considered an afterthought. I would recommend CMTA to anyone interested in an energy savings initiative."

Dr. Tom Potter, Superintendent Elliott County Schools

"CMTA's project moved us from 88th most efficient to #5 in the state of Kentucky while being 25% less expensive than the other competing ESCOs."

Charles Higdon, Superintendent Taylor County Schools

Mr. Charles Higdon, Superintendent, 270-789-3954

Inflation Reduction Act Opportunity – Wooddell Hall

Investment Tax Credit (ITC) - New Policy

- ✓ Applies to Geothermal Projects
- ✓ Tax-Exempt Entities Direct Pay Option
- Prevailing Wage & 15% Apprenticeship Requirements*
 *Unless less than 1MW of thermal output (~284 tons)

✓ Increases to <u>30%</u> Investment Tax Credit (ITC) Geo Field, WSHPs, Pumps, Piping, Ductwork, Labor, Soft Costs

✓ Domestic Content: <u>+10%</u>

100% of steel and iron must be US manufactured Goods must be 40% US manufactured through 2024 (55% by 2027)

Existing Energy Communities: <u>+10%</u> Projects located in areas with significant extraction jobs in coal, oil, or natural gas. OR Projects in Brownfield sites

Maximum Use of Funds & Project Impact!



CMTA Run the ZERO ENERGY Numbers





COULD PAY FOR UP TO THREE ADDITIONAL TEACHERS FOR THE SCHOOL

IF YOU HAVE TO BUILD A SCHOOL ANYWAY AND THE COST IS THE SAME, WHY NOT MAKE IT ZERO ENERGY & GET A STEM SCHOOL AT THE SAME TIME?

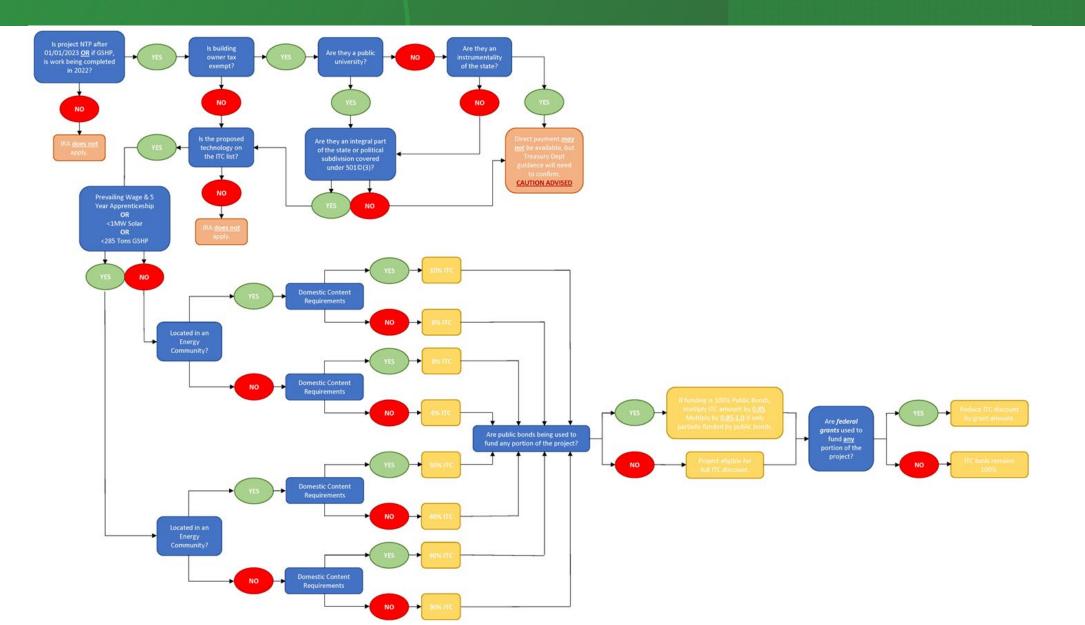
Investment Tax Credit (ITC) Updates

- Investment Tax Credit (ITC) for Energy Property and the Production Tax Credit (PTC) for Renewables is retired at the end of 2024.
- The ITC is replaced with the Clean Electricity Investment Tax Credit in 2025. This
 replaces the section 48 ITC for all facilities that begin construction and are placed in
 service after 2024. It is a technology neutral tax credit that matches the credit
 levels for everything originally included in the ITC.
- The PTC is replaced with the Clean Electricity Production Tax Credit in 2025. This
 replaces the section 45 ITC for all facilities that begin construction and are placed in
 service after 2024. It is a technology neutral tax credit that matches the credit
 levels for everything originally included in the PTC.



IRA Flowchart







- IRA Text: <u>Text H.R.5376 117th Congress (2021-2022): Inflation Reduction Act of 2022 | Congress.gov | Library of Congress</u>
- Solar Impact Overview: Inflation Reduction Act Printer Friendly | SEIA
- IRA Impact on Local Governments: Inflation Reduction Act: Clean Energy Project Eligibility for Local Governments -National League of Cities (nlc.org)
- Cornell Law Interpretation of Direct Payment Code: <u>26 U.S. Code § 6417 Elective payment of applicable credits</u>
 <u>U.S. Code</u> US Law | LI / Legal Information Institute (cornell.edu)
- Defining an "Energy Community": <u>Energy Community Tax Credit Bonus</u>
- Elective Pay FAQ: IRS Elective Pay FAQ





Investment Tax Credit

The Investment Tax Credit (ITC) will apply to the following technologies: solar energy, wind energy, geothermal energy, ground-source heat pumps, fiber-optic solar, fuel cell, microturbine, combined heat and power, energy storage, biogas, microgrid, and dynamic glass.



30% Base Tax Credit

ITC has a 30% initial base tax credit based on the efficiency or generation measure's installed cost. To achieve this tax credit, prevailing wages and an apprenticeship program must be met. If these requirements are not met, the credit is reduced to 6%. These requirements have some exceptions, most notably, systems smaller than 1MW are exempt.



Direct-Payment for Private & Public Owners

Private owners and for-profit healthcare continue to qualify for the ITC. Public K-12 school systems, Universities, state and local governments that are tax exempt will qualify for the direct payment option in the ITC.



Tax Exempt Bonds

If a project is funded by tax exempt bonds, the ITC is fractionally reduced by up to 15% (eg. A 30% incentive is reduced to 25.5%). If only partially funded by tax exempt bonds, the reduction can be decreased.

80

Domestic Manufacturing Incentive

The ITC base rate can be increased by 10% if certain domestic content thresholds are achieved. Those thresholds include at least 40% of the projects components and 100% of the steel and iron must be manufactured in the US.



Energy Community Incentive

There is a potential for the ITC rate to be increased by 10% if the project is located in an "energy community." External agencies and the US treasury are working to publish maps of these energy communities soon.



CMTA is the national leader in maximizing the impact of the IRA for facilities:

5,500 Miles of geothermal HVAC

9,500,000 SF

of Zero Carbon facility design *Most in U.S.

*Most in U.S.

140 MW

of renewable energy designed/installed

24 Million SF

of Zero Carbon Ready *Most in U.S.

AKA "EPAct" Deduction



Previous Policy

Eligibility

- Commercial Building Owners
 - For-Profit
- Designers of:
 - Buildings Owned by Government Entities (Tax Exempt)
 - Local Governments
 - Public Schools



New Policy Eligibility

- Commercial Building Owners
 - For-Profit
- Designers of:
 - Buildings Owned by Government Entities (Tax Exempt)
 - Local Governments
 - Public Schools
 - Not-for-Profit Organizations (Tax Exempt)
 - Not-for-Profit Schools and Universities
 - Churches, Religious Organizations (Hospitals)
 - Tribal Organizations
 - REICs Companies that Own Real Estate Across
 Multiple Sectors



New Policy

Base Deduction:

Bonus Deduction:

Must Meet Prevailing Wage/Apprenticeship Requirements

Energy Reduction*	Deduction	Energy Reduction*	Deduction	
25% (min)	\$0.50 / sq. ft.	25% (min)	\$2.50 / sq. ft.	
50% (max)	\$1.00 / sq. ft.	50% (max)	\$5.00 / sq. ft.	

*Energy Reduction: As compared to a reference building meeting min. requirements of ASHRAE 90.1



Impact

Taylor County Schools Example								
Building	Scope	Sq. Ft.	Before IRA	No Prevailing Wage/ Apprenticeship	With Prevailing Wage/ Apprenticeship			
Taylor County MS	Full Building HVAC & Lighting	119,214	\$214,585 (\$1.80/Sq. Ft.)	\$119,214 (\$1.00/Sq. Ft.)	\$596,070 (\$5.00/Sq. Ft.)			
Taylor County IS Bus Garage Board Office	Full Building Lighting Only	94,251	\$56,551 (\$0.60/Sq. Ft.)	\$47,126 (\$0.50/Sq. Ft.)	\$235,628 (\$2.50/Sq. Ft.)			
		Deduction:	\$271,136	\$166,340 (-39%)	\$831,698 (+207%)			

