



The Government of the Republic of Trinidad and Tobago  
**Ministry of Local Government**

26<sup>th</sup> February, 2015

Ms. Jacqui Sampson Meiguel  
Clerk of the House  
Parliament  
Levels G - 7 Tower D  
The Port of Spain International Waterfront Centre  
1A Wrightson Road,  
Port of Spain.

Dear Ms. Sampson Meiguel,

**Response to the Fifteenth Report of the Joint Select Committee appointed to inquire into and report to Parliament on Municipal Corporations and Service Commissions on the Administration and Operations of the San Juan/ Laventille Regional Corporation**

The Ministry of Local Government submits on behalf of the San Juan/ Laventille Regional Corporation the written response to the fifteenth report of the Joint Select Committee appointed to inquire into and report on Municipal Corporations and Service Commissions (see attached).

Should you require any further information please contact Ms. Kofi Chapman, Economist I, Planning Unit Ministry of Local Government at 628-5220 (phone/fax) or email [chapmanko@gov.tt](mailto:chapmanko@gov.tt) (email).

Permanent Secretary  
Ministry of Local Government

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**OFFICE OF THE PERMANENT SECRETARY**

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...Embracing All



Responses to the recommendations/comments to the Fifteenth Report of the Joint Select Committee appointed to inquire into and report on Municipal Corporation and Service Commissions on a review of the San Juan/Laventille Regional Corporation as requested by letter dated December 1<sup>st</sup>, 2014, and outlined on pages forty-five (45) to sixty-three (63) of the Report.

### **SERVICE DELIVERY**

The Corporation is expanding its IT infrastructure to include a 'Help Desk' with quantitative performance capabilities.

### **HUMAN RESOURCES**

- i. The Permanent Cadre for Daily Paid workers was signed on December 9<sup>th</sup>, 2014. The Union (NUGFW) and the Administration is now meeting to fill the other daily paid vacancies in the Corporation.

There is dialogue with the Permanent Secretary with respect to the filling of vacancies in the monthly paid cadre.

- ii. The computerization of the Human Resource Unit is approximately eighty-five percent (85%) complete.

### **PUBLIC HEALTH AND SANITATION**

- i. Ongoing training is being done in Occupational Safety and Health. Providers will be sourced for the other areas recommended.
- ii. Short Term employment is presently being used to augment the sanitation work force.
- iii. Community Outreach programmes were held in three catchment areas, (Barataria, Mt. Hope/Mt. Dor, Santa Cruz) to inform the Burgesses of the Corporation's responsibilities as it relates to Public Health and Environmental Health concerns.

Partnerships were forged with the Trinidad and Tobago Police Service and other Community based groups affiliated to the TTPS to go forward with crime reduction initiatives.

- iv. The Corporation follows the systems and policies as outlined by the Central Tenders Board for the hiring of contractors. Scavenging contractors are hired by SWMCOL.
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## **DOG CATCHING UNIT**

- i. Training in Animal Behavior and handling of dangerous dogs is scheduled for mid-February.
- ii. See (i) above
- iii. A dog catching unit with compartmentalized cages specifically designed for Class A dogs has been sourced. Application for funding to be made.

## **INFRASTRUCTURAL DEVELOPMENT**

- i. The implementation of this Renaissance Project is to be on a phased basis:
    - a. Croisee Renaissance Catalyst (Phase I): The San Juan Market (52 M) and San Juan Abattoir (9 M)
    - b. Croisee Renaissance Phase 2: (49 M)
      1. Developing the immediate surroundings while improving on the market project;
      2. Extending the market experience to the San Juan Croisee whilst making an environment suited to pedestrian traffic and an enabling a 'bustling' environment for economic growth.
    - c. Croisee Renaissance Phase 3 (92M) is extending this development drive on and beyond the San Juan Croisee to its major surrounding gathering areas.
  - ii. This process is in progress with the impending establishment of the Municipal Planning Authority.
  - iii. The Corporation continues to dialogue with the Permanent Secretary, Ministry of Local Government.
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## **POLICING AND SECURITY**

- i. Partnerships with the Trinidad and Tobago Police Service and affiliated groups are established.
- ii. Community outreach meetings were held where the general operations, including the role of the Municipal Police, were outlined.
- iii. The matter of compensation for Municipal Police Officers has engaged the judicial arm of the state.
- iv. Communication was sent to the Commissioner of Police for the use of higher caliber weapons and wireless communication devices.

## **BUILDING INSPECTORATE**

- i. It is envisaged that the shortage of Personnel within the Building Inspectorate will be addressed with the establishment of the Municipal Planning Authority.

## **DISASTER PREPAREDNESS**

- i. The Disaster Team at the Corporation collaborates with the ODPM.
- ii. The relevant officers in the Disaster Team are exposed to local training available.
- iii. Certified Emergency Response Training (CERT) is an ongoing exercise with the various communities within the region. On completion of the training they are referred to as Community Emergency Response Teams (CERT).

## **TRANSPORT/WORKSHOP**

- i. Five new vehicles and equipment were purchased in fiscal 2013/2014
    - One Dump Truck
    - Three Backhoes
    - One Wheel Tractor
  - ii. The Corporation is undertaking an employee assessment exercise to determine the 'entry level' of training for the various categories of daily rated staff.
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## **KEY ACHIEVEMENTS 2011-2012**

Completed reports attached at APPENDIX I

## **STRATEGIC PLANNING**

The recommendation is duly noted

## **FACILITATING ECONOMIC DEVELOPMENT OF THE MUNICIPALITY**

- i. An exercise in process mapping is being undertaken to eliminate unnecessary activities in our service delivery.
- ii. The development of the Corporation's website is envisaged to assist in the marketing of the Corporation in its entirety.
- iii. Recommendation noted. The development of such a unit is discussed from the Ministry's level and is expected to be 'rolled out' to the Corporation shortly.

## **ENVIRONMENTAL MANAGEMENT**

- i. Recommendation noted.
- ii. Recommendation noted. Training will be phased based on the financial allocation.

## **BUDGETARY ALLOCATION**

- i. Recommendation Noted. The Council at present is reviewing its revenue collection base.
- ii. This is being addressed by the Ministry of Local Government.

## **HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT**

- i. Recommendation noted.

- ii. The Council proposes to proceed on a retreat to treat with its new Strategic Plan and therefore will include an update on the implementation of the plans for the improvement of its Business/Operational Plan (2012-2014)

### **SAN JUAN MARKET PROJECT**

- i. Advertisements will be made for a Market Administration and Facilities Management Services to ensure that the Market remains pristine for a long time. In the interim, workers are contracted to keep the facility clean and tidy.
- ii. Illegal vending in the environs of the Market is being discouraged through the removal of the illegal vendors and continued policing of the area. This done in collaboration with CMOH, TTPS, Traffic Management Division of the Ministry of Works and Infrastructure.

### **DUPLICATION OF RESPONSIBILITIES AND EFFORTS RELATIVE TO OTHER MINISTRIES AND AGENCIES**

The various agencies attend the Regional Co-ordinating Committee Meeting. Caribbean Improvement Services Limited (CISL) however now functions under the aegis of another State Agency.

### **WEBSITE**

The Corporation website is still under construction. It is expected to be functional by February 28<sup>th</sup>, 2015.

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**SAN JUAN / LAVENTILLE REGIONAL CORPORATION**  
**HEAD: 42 MINISTRY OF LOCAL GOVERNMENT**

SUB HEAD: 09/005/09/N  
**PROGRESS REPORT**  
**SUMMARY DP - 2011/2012**

No.	Project Group	Estimated Cost		Actual Cost	No. of Projects
		(a)	(b)		
1	169 Drainage & Irrigation	\$ 3,767,500.00	\$ 3,451,557.73	25	
2	170 Development of Recreational Facilities	\$ 2,000,000.00	\$ 1,775,255.38	14	
3	172 Development of Cemeteries	\$ -	\$ -	0	
4	183 Construction of Market & Abattoirs	\$ 340,000.00	\$ 302,487.95	2	
5	184 Local Roads & Bridges Programme	\$ 4,500,000.00	\$ 3,716,405.29	27	
6	185 Local Government Building Programme	\$ 4,960,000.00	\$ 4,959,733.27	3	
7	382 Procurement of Major Vehicles & Equipment	\$ 1,000,000.00	\$ 953,827.88	4	
8	383 Disaster Preparedness	\$ 300,000.00	\$ 299,572.19	1	
9	384 Establishment of Spatial Development Plan	\$ 2,000,000.00	\$ 1,675,857.95	5	
<b>Grand Total</b>		<b>\$ 18,867,500.00</b>	<b>\$ 17,134,697.64</b>	<b>76</b>	

Total metres of box drains - **1,517m**  
 Total metres of box culverts - **65m**  
 Total metres of roadway - **3,154m**  
 Total metres of retaining walls - **226m**  
 Total metres of kerb & slipper drains - **1,150m**  
 Total metres of R.C. Steps - **20m**  
 Total metres of Footpath - **90m**  
 Total metres of Driveways - **23m**

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**Chief Executive Officer**  
**San Juan/Laventille Regional Corporation**

SAN JUAN/ LAVENTILLE REGIONAL CORPORATION  
 HEAD: 42 MINISTRY OF LOCAL GOVERNMENT  
 SUB HEAD: 09/005/09/N  
 PROJECT NO - 169 DRAINAGE AND IRRIGATION PROGRAMME 2011-2012

Project Name and Number	Original Allocation	Transfers	Total Allocation	Financial							Physical		Constraints/ Remarks/ Explanation of Variance
				Releases	Planned Expenditure and Commitment	Actual Expenditure and Commitment	Variance between Actual and Planned Expenditure	Projected Expenditure to End Fiscal 2012	Detailed Project Activities in 2011/2012	Planned (%)	Actual (%)		
												(a)	
1 Palmiste	\$ 300,000.00	-	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 260,000.05	\$ 39,999.95	\$ 300,000.00	To construct a reinforced concrete box culvert 1.5m x 1m x 0.6m and reinforced concrete box drain 1.45m x 1m x 0.8m inclusive of repairs to fence wall 4m x 0.2m x 2m	100%	100%	Complete 17/12/2012	
2 Caluca Street	\$ 200,000.00	-	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 169,999.90	\$ 30,000.10	\$ 200,000.00	To construct a box drain 80m x 0.6m x 1m	100%	100%	Complete 30/10/2012	
3 Lady Young Avenue at Gerrington Street at WASA Pump Station	\$ 100,000.00	-	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	-	\$ 100,000.00	To construct a box culvert 10m x 1m x 1m and a box drain 5m x 1m x 1m and to repair 20m kerb wall and slipper drain	100%	100%	Complete 19/10/2012	
4 Stephenville	\$ 142,000.00	-	\$ 142,000.00	\$ 142,000.00	\$ 142,000.00	\$ 142,000.00	-	\$ 142,000.00	To construct a reinforced concrete kerb wall and slipper drain 450m x 0.2m x 0.3m and 450m x 0.3m x 0.15m and box culvert 5m x 0.6m x 0.6	100%	100%	Complete 11/12/2012	
5 Corbin Trace	\$ 150,000.00	-	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 140,651.71	\$ 9,348.29	\$ 150,000.00	To construct a reinforced concrete kerb wall and slipper drain 500m x 0.2m x 0.3m and 500m x 0.3m x 0.15m	100%	100%	Complete 30/10/2012	
6 Springside	\$ 125,500.00	-	\$ 125,500.00	\$ 125,500.00	\$ 125,500.00	\$ 113,026.81	\$ 12,473.19	\$ 125,500.00	To construct a reinforced concrete box drain 55m x 0.6m x 0.6m	100%	100%	Complete 02/11/2012	
7 George's Hill	\$ 200,000.00	-	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 179,359.75	\$ 20,640.25	\$ 200,000.00	2.5m high x 1m wide open box drain (using 200mm blocks)	100%	100%	Complete 21/02/2013	
8 Men Repos (opposite walkover)	\$ 100,000.00	-	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 81,358.00	\$ 18,642.00	\$ 100,000.00	To construct a reinforced concrete box drain 45m x 0.6m x 0.6m	100%	100%	Complete 05/11/2012	
9 Gran Curacaye Opposite Farrell Hill (Lezama Residence-LP#72)	\$ 100,000.00	-	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 94,206.00	\$ 5,794.00	\$ 100,000.00	To construct a rubble wall box drain 20m x 1.8m x 1.5m	100%	100%	Complete 05/11/2012	
10 Murray Hill Lvl La Canoa	\$ 100,000.00	-	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 80,590.00	\$ 19,410.00	\$ 100,000.00	To construct box drain 30m x 1m x 1m inclusive of culvert 6m x 1m x 1m	100%	100%	Complete 19/10/2012	
11 Upper Petit Curacaye LP # 63	\$ 100,000.00	-	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 87,160.00	\$ 12,840.00	\$ 100,000.00	To construct a retaining wall 20m x 0.3m x 0.45m inclusive of a kerb wall and slipper drain 200m x 0.45m x 0.3m	100%	100%	Complete 24/10/2012	
12 Oudai Trace West	\$ 150,000.00	-	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 134,999.65	\$ 15,000.35	\$ 150,000.00	To construct a reinforced concrete box drain 90m x 0.6m x 0.6m inclusive of 5 driveways 5m x 1m x 0.15m	100%	100%	Complete 27/11/2012	
13 Pararail Street, Aranguéz	\$ 155,000.00	-	\$ 155,000.00	\$ 155,000.00	\$ 150,000.00	\$ 108,151.75	\$ 41,848.25	\$ 150,000.00	To construct a reinforced concrete box drain 75m x 0.6m x 0.6m inclusive of 4 driveways 5m x 1m x 0.15m	100%	100%	Complete 11/12/2012	
14 Faral Avenue off El Socorro Road adjacent to Coconut Vendor	\$ 100,000.00	-	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 96,621.00	\$ 3,379.00	\$ 100,000.00	To construct a reinforced concrete box drain 50m x 0.6m x 0.6m inclusive of 2 driveways 5m x 1m x 0.15m	100%	100%	Complete 19/10/2012	



SAN JUAN/ LAVENTILLE REGIONAL CORPORATION  
 HEAD: 42 MINISTRY OF LOCAL GOVERNMENT  
 SUB HEAD: 09/005/09/N  
 PROJECT NO - 169 DRAINAGE AND IRRIGATION PROGRAMME 2011-2012

Project Name and Number	Original Allocation	Transfers	Total Allocation	Releases	Financial					Physical		Constraints/ Remarks/ Explanation of Variance
					Planned Expenditure and Commitment	Actual Expenditure and Commitment	Variance between Actual and Planned Expenditure	Projected Expenditure to End Fiscal 2012	Detailed Project Activities in 2011/2012	Planned (%)	Actual (%)	
	(a)			(b)	(c)	(d)	(c)-(d)					
15	Pregon Street of Santa Cruz Old Road	\$ 100,000.00	\$ -	\$ 100,000.00	\$ 100,000.00	\$ 80,379.00	\$ 19,621.00	\$ 100,000.00	To construct box drain 40m x 0.6m x 0.6m inclusive of 2 driveways 5m x 1m xz 0.15m and box culvert 6m x 0.6m x 0.6m	100%	100%	Complete 07/11/2012
16	Bridge Road	\$ 100,000.00	\$ -	\$ 100,000.00	\$ 100,000.00	\$ 92,780.00	\$ 7,220.00	\$ 100,000.00	To construct a box culvert 10m x 0.6m x 0.6m with 2 manhole covers and box drain 30m x 0.6m x 0.6m	100%	100%	Complete 26/03/2013
17	Julie Fields Road	\$ 200,000.00	\$ -	\$ 200,000.00	\$ 200,000.00	\$ 194,235.00	\$ 5,765.00	\$ 200,000.00	To construct a reinforced concrete box drain 100m x 0.6m x 0.6m inclusive of 4 driveways 5m x 1m x 0.15m	100%	100%	Complete 10/10/2012
18	Rixon Road, La Fillette	\$ 200,000.00	\$ -	\$ 200,000.00	\$ 200,000.00	\$ 198,129.89	\$ 1,870.11	\$ 200,000.00	To construct a box drain 70m x 1.2m x 1.2m inclusive of box culvert 6m x 1.5m x 1.5m and 3 driveways 5m x 1.2m x 0.15m	100%	100%	Complete 11/12/2012
19	Lemon Drive Clamps Fleus	\$ 200,000.00	\$ -	\$ 200,000.00	\$ 200,000.00	\$ 180,000.30	\$ 19,999.70	\$ 200,000.00	To construct a box drain 50m x 1m x 1m with one (1) side 2m acting as a retaining wall	100%	100%	Complete 21/02/2013
20	Ponte Rosa Extension Upper Mitigual	\$ 200,000.00	\$ -	\$ 200,000.00	\$ 200,000.00	\$ 198,720.00	\$ 1,280.00	\$ 200,000.00	To construct box drain 60m x 0.6m x 0.6m inclusive of culvert 7m x 0.6m x 0.6m	100%	100%	Complete 30/10/2012
21	Valley Drive	\$ 50,000.00	\$ -	\$ 50,000.00	\$ 50,000.00	\$ 45,104.32	\$ 4,895.68	\$ 50,000.00	Box Drain Construction	100%	100%	Complete 11/12/2012
22	McAllister Street Extension	\$ 100,000.00	\$ -	\$ 100,000.00	\$ 100,000.00	\$ 96,202.00	\$ 3,798.00	\$ 100,000.00	To construct a reinforced mass concrete box culvert 9m x 1.6m x 1m and a reinforced mass concrete sidewalk 1.5m x 0.2m xz 0.6m to fix approaches with bulle metal limestone and CRS II oil	100%	100%	Complete 12/12/2012
23	Mora Drainage Network	\$ 300,000.00	\$ -	\$ 300,000.00	\$ 300,000.00	\$ 286,919.25	\$ 13,080.75	\$ 300,000.00	Excavate, grade & invert install, 2 Culvert Installation; Box Drain Construction	100%	100%	Complete 05/04/2013
24	Caledonia Road Extension (part A)	\$ 117,500.00	\$ -	\$ 117,500.00	\$ 117,500.00	\$ 112,041.00	\$ 5,459.00	\$ 117,500.00	To construct box drain 35m x 1.4m x 1m	100%	100%	Complete 30/10/2012
25	Caledonia Road (part B)	\$ 182,500.00	\$ -	\$ 182,500.00	\$ 182,500.00	\$ 178,922.35	\$ 3,577.65	\$ 182,500.00	To construct a mass concrete box culvert 10m x 1m x 1m and a reinforced concrete box drain 40m x 1m x 0.8m	100%	100%	Complete 20/12/2012
<b>Grand total</b>		<b>\$ 3,772,500.00</b>	<b>\$ -</b>	<b>\$ 3,772,500.00</b>	<b>\$ 3,772,500.00</b>	<b>\$ 3,767,500.00</b>	<b>\$ 3,451,557.73</b>	<b>\$ 315,942.27</b>	<b>\$ 3,767,500.00</b>			

**SAN JUAN / LAVENTILLE REGIONAL CORPORATION**  
**HEAD: 42 MINISTRY OF LOCAL GOVERNMENT**  
**SUB HEAD: 09/005/09/N**  
**PROJECT NO - 170 RECREATIONAL FACILITIES 2011-2012**

Project Name and Number	Original Allocation	Transfers	Total Allocation	Releases	Financial				Physical		Constraints/ Remarks/ Explanation of Variance
					Planned Expenditure and Commitment	Actual Expenditure and Commitment	Variance between Actual and Planned Expenditure	Projected Expenditure to End Fiscal 2012	Planned (%)	Actual (%)	
1 St. Barbs Hard Court	200,000.00	-	200,000.00	200,000.00	\$ 198,217.45	\$ 1,782.55	\$	200,000.00	100%	100%	Complete 22/02/2013
2 Enforcers Recreation Ground	75,000.00	-	75,000.00	75,000.00	\$ 66,000.00	\$ 9,000.00	\$	75,000.00	100%	100%	Complete 21/12/2012
3 Pt. Plaisance Recreational Ground	150,000.00	-	150,000.00	150,000.00	\$ 119,048.00	\$ 30,952.00	\$	150,000.00	100%	100%	Complete 04/03/2013
4 Wiltshire Recreation Ground	100,000.00	-	100,000.00	100,000.00	\$ 79,614.50	\$ 20,385.50	\$	100,000.00	100%	100%	Complete 11/06/2013
5 St. Georges Recreation Ground	300,000.00	-	300,000.00	300,000.00	\$ 255,037.23	\$ 44,962.77	\$	300,000.00	100%	100%	Complete 21/06/2013
6 Casparillo Recreation Ground	150,000.00	-	150,000.00	150,000.00	\$ 149,999.10	\$ 0.90	\$	150,000.00	100%	100%	Complete 27/02/2013
7 Charles Street Recreation Ground	137,000.00	-	137,000.00	137,000.00	\$ 97,140.50	\$ 39,859.50	\$	137,000.00	100%	100%	Complete 02/05/2013
8 La Fillette Basketball Court	100,000.00	-	100,000.00	100,000.00	\$ 94,208.00	\$ 5,792.00	\$	100,000.00	100%	100%	Complete 12/12/2012
9 Shende Street Basketball Court	180,000.00	-	180,000.00	180,000.00	\$ 178,067.15	\$ 1,932.85	\$	180,000.00	100%	100%	Complete 05/11/2012
10 Kareem Abdul Jabar Basketball Court	50,000.00	-	50,000.00	50,000.00	\$ 49,921.50	\$ 78.50	\$	50,000.00	100%	100%	Complete 05/11/2012
11 San Juan SDA Court	100,000.00	-	100,000.00	100,000.00	\$ 100,000.00	\$ -	\$	100,000.00	100%	100%	Complete 24/10/2012
12 Mt. Lambert B'Ball	255,000.00	-	255,000.00	255,000.00	\$ 164,999.70	\$ 90,000.30	\$	255,000.00	100%	100%	Complete 05/03/2013
13 Aranguuez Savannah	100,000.00	-	100,000.00	100,000.00	\$ 120,002.50	\$ (20,002.50)	\$	100,000.00	100%	100%	Completed 01/02/2013
14 Aranguuez Savannah	103,000.00	-	103,000.00	103,000.00	\$ 102,999.75	\$ 0.25	\$	103,000.00	100%	100%	Complete 27/02/2013
<b>Grand total</b>	<b>\$ 2,000,000.00</b>	<b>-</b>	<b>\$ 2,000,000.00</b>	<b>\$ 2,000,000.00</b>	<b>\$ 1,775,255.38</b>	<b>\$ 224,744.62</b>	<b>\$</b>	<b>2,000,000.00</b>			

SAN JUAN/LAVENTILLE REGIONAL CORPORATION  
 HEAD: 42 MINISTRY OF LOCAL GOVERNMENT  
 SUB HEAD: 09/005/09/N  
 PROJECT NO - 183 CONSTRUCTION OF MARKET & ABATTOIRS 2011-2012

Project Name and Number	Original Allocation (a)	Transfers	Total Allocation	Releases		Financial					Physical		Constraints/ Remarks/ Explanation of Variance
				(b)	(c)	Planned Expenditure and Commitment	Actual Expenditure and Commitment	Variance between Actual and Planned Expenditure (c)-(d)	Projected Expenditure to End Fiscal 2012	Planned (%)	Actual (%)		
1 San Juan Abattoir Refurbishment Works	120,000.00	-	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 107,999.95	\$ 12,000.05	\$ 120,000.00	Improvement works to building, ceiling, slaughter room, tripe room and market clerk office. Fence Wall	100%	100%	Complete 24/12/2012	
2 San Juan Market Development Works - Fit out of First Floor Building 3	220,000.00	-	\$ 220,000.00	-	\$ 220,000.00	\$ 194,488.00	\$ 25,512.00	\$ 220,000.00	Fit out works to First Floor Building 3 San Juan Market	100%	100%	Complete	
<b>Grand total</b>	<b>\$ 340,000.00</b>	<b>\$ -</b>	<b>\$ 340,000.00</b>	<b>\$ 120,000.00</b>	<b>\$ 340,000.00</b>	<b>\$ 302,487.95</b>	<b>\$ 37,512.05</b>	<b>\$ 340,000.00</b>					