

NEH Application Cover sheet (ZED-283786)

ARP-Organizations (Education-related)

PROJECT DIRECTOR

Pauline Herrera
Executive Director
PO Box 1112
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USA

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Field of expertise: Architecture

INSTITUTION

Denver Architecture Foundation
Denver, CO 80201-1112

APPLICATION INFORMATION

Title: *Denver Architecture Foundation: Five Points Fortitude, Education-Integrated Audio Tour*

Grant period: From 2021-10-01 to 2022-09-30

Project field(s): Architecture

Description of project: Denver Architecture Foundation (DAF) is proposing the development of the Five Points Fortitude (FPF) education-integrated Audio Tour to highlight the history and architecture of Denver's most famous, historically African American neighborhoods—Five Points-Whittier. Once known as the Harlem of the West, Five Points-Whittier is the seat of African American history in Denver and is still Denver's African American cultural hub. Through this project, DAF will bring the perspective of the humanities to questions of racial justice through the lens of both architecture and the historical redlining and segregation that contributed to the development and history of this neighborhood. Further, the FPF Audio Tour will include a youth-focused version that will be accessible to the children and youth that DAF serves through the Cleworth Architectural Legacy (CAL) Project, which connects 500-700 youth (including 50% from Title 1 schools) with hands-on architectural education each year.

BUDGET

Outright Request	49,970.00	Cost Sharing	0.00
Matching Request	0.00	Total Budget	49,970.00
Total NEH	49,970.00		

GRANT ADMINISTRATOR

Pauline Herrera
PO Box 1112
Denver, CO 80201-1112
USA

E-mail: pauline@denverarchitecture.org
Phone: 3033901653
Fax:

Attachment 1: Narrative

1. Humanities mission and record of contribution: The Denver Architecture Foundation (DAF) was established in 1990 to increase public awareness, understanding and involvement in Denver’s historic and contemporary built environment. Now entering its fourth decade of operations and programming, DAF continues to champion the deep-rooted connections between architecture, education and community-building. DAF’s mission is to inspire people to explore our dynamic city, experience the importance of design to our quality of life and envision an exceptional future for Denver. DAF’s commitment to connecting people to arts, culture and humanities through architecture is driven by the principle of “architecture for all.” Based on this commitment, DAF’s programming connects participants to the field of architecture which sits at the intersection of history, art and design, culture and the human experience. DAF also values historic preservation and uplifting the cultural history of Denver, honoring styles and stories across diverse eras and the places that signify the heritage of Denver—especially those that are significant in the framework of U.S. history.

Core Work and Contribution to the Humanities: In the 1990s, DAF’s programs began with walking and hard hat tours of Denver’s past and present architectural structures. The popularity of these tours and high demand for engaging in Denver’s unique built environment led to the development of DAF’s high-impact annual weekend event, Doors Open Denver (DOD), in 2005. Since then, DAF has expanded DOD to reach over 10,000 participants each year. Additionally, beginning in 2016 DAF added arts and cultural activities to accompany each DOD event; these activities highlight the arts and cultural history associated with the featured architecture.

DAF also provides youth architecture education programming through two programs—Cleworth Architectural Legacy Project (CAL) and Box City. Through CAL and Box City **DAF provides Denver’s only architecture education programming available to students in grades K-8** and serves 500-700 elementary and middle school students each year. These programs serve students primarily from Denver Public Schools, which has 90,000 students—63% of whom qualify for the free or reduced-price lunch program. DAF has committed to ensuring that at least 50% of the schools where CAL is provided are Title I schools. Lastly, DAF provides a range of tours that benefit Denver’s cultural and educational sectors and the general public. These include live tours, virtual tours and Audio Tours, all of which connect students, residents and visitors with Denver’s architecture, past and present, through multiple perspectives: design, visual arts, culture, history and more.

2. Project justification: The impact of the coronavirus pandemic on DAF has been two-fold. First, because the majority of DAF’s programming is designed to occur in person and includes large group events and tours, its programming had to rapidly shift to online delivery which led to decreased participant numbers and earned income. Secondly, DAF had originally planned to hire two additional part time staff – one in 2020 and one in 2021 – and both of these hires were put on hold due to the pandemic. Fortunately, DAF had experienced revenue growth from 2015-2019, which boosted its cash reserves and enabled DAF to make some strategic investments in its website and technology infrastructure in 2020 while also maintaining the majority of its pre-pandemic operations. DAF has added the two previously planned positions—an Administrative Assistant and a Program & Operations Manager—back into its 2021 budget and will be fundraising to bring revenue back to its previous levels while also adding capacity through this staff expansion.

To offset the pandemic’s impact, DAF worked extensively to develop new online content and programming while also increasing marketing for its first set of Audio Tours. The DAF Audio Tours reached 1,179 listeners in the first four months that they were available, and the Audio Tours provided

Attachment 1: Narrative

an accessible way to connect with local architecture throughout the pandemic. DAF was already committed to the expansion of its Audio Tours, and the pandemic showed that there is significant public interest in this programming and that it truly meets DAF's goal of making architecture accessible for all.

To continue to deliver on its humanities mission during the pandemic, DAF pivoted programming in the following ways: 1) DAF pivoted DOD to 12 virtual tours over 3 weeks, from its original in-person, single-weekend format with self-guided and ticketed tours. Five of the 12 tours exceeded 100 participants; nearly 900 people participated across all 12 unique tours. Virtual tours were primarily prerecorded/produced with live host commentary and Q&As with architects and design experts. DAF continued the annual Y/OUR Denver photography contest, promoted throughout DOD, a solitary activity, receiving submissions from 86 photographers of all skill levels: 2) DAF pivoted tour/lecture content into a series of 12 "Weekly Architecture Fix" emails for 7,500 subscribers. Each volume featured a theme (e.g. Women in Architecture, Biomimicry, Historic Preservation) and a curated list of resources. DAF also offered small, socially distanced tours (up to eight participants) intermittently when permitted. To supplement, DAF produced a handful of virtual tours beyond the DOD series: 3) DAF put a virtual spin on Box City, encouraging kids to imagine, design and construct a building with found objects. Families were given downloadable resources and could schedule mentorship Zoom calls with an architect. The 28 submitted creations were compiled into a SketchUp video then shared with DAF's 7,500 subscribers and via DAF's website.

3. Proposed activities and audience: In alignment with the NEH's A More Perfect Union initiative, DAF is requesting funding to develop a new Audio Tour that will highlight the history of Denver's most famous, historically African American neighborhood—Five Points-Whittier Neighborhood, which includes Denver's only Historic and Cultural District. The proposed Audio Tour—**Five Points Fortitude**—will showcase the architecture and cultural history of Five Points-Whittier. Once known as the Harlem of the West, Five Points-Whittier is the seat of African American history in Denver and is still Denver's current African American cultural hub. Through this project, DAF will explore, reflect on and bring the perspective of the humanities to questions of racial justice through the lens of both architecture and the historical redlining and segregation that contributed to the development and history of this neighborhood. This project will spotlight one of the most under-represented communities in architecture—African Americans—while using the Audio Tour as an innovative approach to preserving Denver's historical record.

DAF's Audio Tours transform Denver into a museum exhibit with each participant's web-enabled device becoming a hand-held tour guide, inviting students, teachers, residents and visitors to experience Denver's past while walking through its present. Each tour focuses on Denver's history through an architectural lens. DAF's unique brand of storytelling inspires listeners to learn and dissect the ways Denver came to be. Through the Audio Tours students, residents and visitors engage in a unique approach to learning about history and architecture, which helps preserve the historical record of Denver while engaging 21st century learning skills and styles. Further, for the Five Points Fortitude (FPF) project, DAF will develop a youth and family-focused version of the Audio Tour which will support DAF's CAL youth architecture program to provide more hands-on, integrated humanities education for children and youth in Denver. Potential sites for the audio tour include the following historic sites: The Rossonian Hotel (1912); The Wise-Harris Building (1924); Alta Cousins Terrace (1924); and the Original Fire Station #3 (1888). **A timeline and workplan for the FPF activities is included in Attachment 2.**

Attachment 1: Narrative

The FPF Audio Tour will also include DAF's first youth-focused, education-integrated version of an Audio Tour, and will support DAF in moving toward its goal of making architecture accessible for all, while continuing to advance the understanding and importance of architecture in the cultural and educational sectors and for the general public. The FPF Audio Tour project will also support DAF in addressing some of the challenges brought on by the pandemic as it will provide another form of programming and potential for earned income that doesn't require large gatherings and/or significant event planning. DAF anticipates that the FPF Audio Tour will be the first of at least three Audio Tours that it will produce over the coming years that are focused on the history of neighborhoods where historically marginalized people have lived. The next neighborhood that DAF will explore is the La Alma-Lincoln Park neighborhood which has a rich history of Latinx culture and architecture.

4. Jobs and personnel: To support the launch of DAF's, education-integrated FPF Audio Tour, DAF's request for funding from NEH includes partial funding for both of DAF's current full time staff members as well as funding for DAF's new Program & Operations Manager. The Program & Operations Manager will work with the current staff to launch the new Audio Tour while also increasing the overall capacity of DAF to provide programming at pre-pandemic levels and enabling the Executive Director to focus on development and organizational sustainability. This funding will support both staff retention and the development of one new position.

The new Program & Operations Manager will provide DAF with much-needed capacity to build out its full suite of accessible, education-integrated programming. This expansion is a key component of DAF's overall strategy to increase its humanities impact in Denver while also increasing its capacity to connect with underserved communities. DAF's two full time employees are: Pauline Herrera, MNM, Executive Director and Sarah Knutson, Program & Membership Coordinator. Ms. Herrera oversees all of DAF's operations, programming and development while also working extensively to connect DAF to the broader arts, culture and education landscape in Denver and beyond. Ms. Knutson coordinates a range of programming activities and manages DAF's membership activities. Biographical information and a statement of Ms. Herrera's and Ms. Knutson's qualifications are included in **Attachment 3**. Following is a list of qualifications and characteristics that DAF will seek for the Program & Operations Manager: at least seven years of experience with arts organization program management; passion for DAF's mission and the humanities; experience managing operations; master's degree and experience with architecture.

Over the past six years, under the leadership of Ms. Herrera, DAF has developed a high level of capacity to manage a range of funding in compliance with all relevant regulations. DAF's revenue includes significant federal and state funding from the National Endowment for the Arts and the Colorado State Historical Fund. DAF follows all best practices for nonprofit accounting for restricted funds and has extensive experience with public funding reporting requirements. Despite the challenges that the pandemic has brought on, DAF has maintained all financial management operations at pre-pandemic levels and doesn't anticipate that it will have any difficulty administering funding from NEH if awarded. Further, the development of DAF's first education-integrated Audio Tour is aligned with DAF's overall strategy to support organizational growth and stability. As DAF increases its educational reach through the previously mentioned partnerships and integration, the organization will be well-positioned as a cultural, architectural and humanities expert which will support increased earned income potential and further establish DAF as a critical cultural institution in Denver.

DAF's annual operating costs for fiscal year 2019 were: \$318,951

Attachment 2: Workplan

Activities	Person(s) Responsible	Timeline	Outcomes/Deliverables
Hire and onboard Program & Operations Manager	E.D.	By Oct. 1, 2021	New staff hired
Project Planning: DAF will convene key staff and subcontractors to review project plans, proposed deliverables and update this timeline as needed. DAF reaffirm subcontractor estimates, establish timelines, develop check-in systems and finalize work plans.	E.D., Program & Operations Manager & Program & Membership Coordinator	Oct. 1—Oct. 30, 2021	Updated project plan with work assignments
Research, Content Development & Review: The project subcontractor will compile historical research for tour locations and write adult and youth copy for each tour. Copy will be reviewed by DAF and edits will be returned to subcontractor for second draft preparation. Copy will be finalized by mid-January.	Program & Operations Manager and subcontractors	Nov. 1, 2021—Jan. 15, 2022	Audio tour copy developed
Recording and Editing: Audio tour content will be recorded in a professional studio with voice talent. Audio files will be edited and submitted to DAF for review. DAF's web designers will upload audio files to DAF website.	Program & Operations Manager and subcontractors	Jan., 15—Mar. 30, 2022	Audio Tours recorded and posted to DAF website
Promotional Materials Design & Printing: DAF will work with designers on promotional materials mock-ups and review, then send finals to printers. DAF will then distribute materials at Audio Tour locations, partner sites and other strategic locations.	Program & Operations Manager and subcontractors	March—May, 2022	Promotional materials developed, printed and distributed
Marketing: DAF will develop and implement a robust radio, TV, print and social media marketing campaign to publicize the FPF Audio Tours to the public while also connecting with educational partners to begin discussions around the integrated educational options available for Fall 2022.	Program & Operations Manager and subcontractors	March—May, 2022	FPF Audio Tours marketed to wide audience
Project Launch: DAF will launch the initial FPF Audio Tours in conjunction with the annual Juneteenth celebration in Five Points and will make the tours available via its mobile-enabled website.	E.D., Program & Operations Manager & Program & Membership Coordinator	June, 2022	FPF Audio Tours go live!
Educational Outreach: DAF will connect with education partners to provide updated information on the FPF Audio Tour.	E.D. & Program & Operations Manager	Aug., 2022	Education partners receive FPF Audio Tour
Reporting: DAF will complete all required reporting by the close of the project period.	E.D. & Program & Operations Manager	By Sept. 30, 2022	Report completed



Staff

Pauline Herrera

Executive Director, Full-Time

pauline@denverarchitecture.org | 303.390.1653 x1

Pauline Herrera joined DAF in early 2015 to provide strategic guidance to the organization and build upon the successes of its long-standing events and programs. Pauline brings more than twenty years of experience in cultural administration, nonprofit management and communications expertise. In early 2019, her passion for design and DAF leadership led to her appointment to the board of the Association of Architecture Organizations (AAO), an international network dedicated to enhancing public dialogue about architecture and design.

From 2003 to 2011, as the Director of Communications and Marketing for the Denver Office of Cultural Affairs, Pauline was integral to the success of such initiatives as Doors Open Denver, Create Denver and One Book, One Denver. In 2011, she launched her own consulting firm, PaulineMarie, specializing in nonprofit arts and culture organizations. She is a graduate of Leadership Denver, The Denver Foundation's Executive Directors of Color Institute and the University of Denver's Latino Leadership Institute, in which she continues to be actively involved. She also holds a master's degree in Nonprofit Management from Regis University ('04).

Sarah Knutson

Program + Membership Coordinator, Full-Time

sarahk@denverarchitecture.org | 303.390.1653 x2

Sarah Knutson joined DAF in 2019. Sarah's professional experience is grounded in arts and culture. For the past 5 years, she has gained experience with galleries, exhibitions and arts and culture programming. While working with MSU Denver's Center for Visual Art located in the Santa Fe Art District, Sarah helped create and foster the position of Exhibition Coordinator and Assistant Curator which continues to provide graduating students advanced workforce development. Additionally, Sarah's contributions to the renowned Denver Center for the Performing Arts' Education Department have fostered significant growth and expansion with their classes and programming. Sarah is a graduate of CBCA Leadership Arts and holds a Bachelor of Fine Arts in Photography from MSU Denver ('14).

Budget Justification

A. Senior/Key Person: \$5,525

- DAF is requesting funding for a portion of the salary for Pauline Herrera, MNM, DAF's Executive Director for the proposed project.
- The base salary for Ms. Herrera is (b) (6) and based on this salary, DAF is requesting 5.05% or (b) (6) and (b) (6) toward fringe. Fringe is calculated at (b) (6) of the base salary for all employees.

B. Other Personnel: \$14,970

- DAF is requesting funding for a portion of the salary for Sarah Knutson, DAF's Program and Membership Coordinator and for a new position, the Program & Operations Manager. The base salary for Ms. Knutson is (b) (6) and the base salary for the Program & Operations Manager will be \$60,000.
- DAF is requesting approximately 6.8% of the Program and Membership Coordinator base salary or (b) (6) and (b) (6) for fringe.
- DAF is requesting approximately 9.1% of the Program & Operations Manager or \$5,500 and \$630 for fringe.
- Fringe is calculated at (b) (6) of the base salary for all employees.

C. Equipment Description: \$0

- DAF is not requesting funding for any equipment costs for the proposed project

D. Travel: \$0

- DAF is not requesting funding for any travel costs for the proposed project

E. Participant/Trainee Support Costs: \$0

- DAF is not requesting funding for any participant/training costs for the proposed project

F. Other Direct Costs: \$35,000

- DAF is requesting funding for other direct costs in two categories as described below:
 - **Publication/Marketing Costs: \$22,000:**
DAF will engage in a robust marketing campaign for proposed project including the following costs: \$5,000 for Media Relations Services; \$4,500 for Social Media Services; \$1,300 for Social Media Boosts; \$9,792 for 4 weeks, non-consecutive, CPR campaigns; and \$1408 for printed rack cards with tour info. **Total \$22,000**
 - **Consultant Services: \$13,000:**
DAF will use a consultant to research and develop tour content. This cost is estimated at \$3,250 per version of the tour (one for adults and college students, and one for children and youth) calculated at \$75/hour x 42 hours. **Total: \$6,500.**
DAF will also use a consultant to develop and record the audio content, with these services costing approximately \$3,250 per version of the tour, calculated at \$75/hour x 42 hours. **Total: \$6,500.**

G. Direct Costs Total: \$49,970

H. Indirect Costs: \$0

- DAF is not requesting funding for any indirect costs for the proposed project

I. Total Direct and Indirect Costs: \$49,970

J. Fee: \$0

- DAF is not requesting funding for any indirect costs for the proposed project

K. Total Costs and Fee: \$49,970

RESEARCH & RELATED BUDGET - Budget Period 1

OMB Number: 4040-0001
Expiration Date: 12/31/2022

ORGANIZATIONAL DUNS:

Enter name of Organization:

Budget Type: Project Subaward/Consortium

Budget Period: 1 **Start Date:** **End Date:**

A. Senior/Key Person

Prefix	First	Middle	Last	Suffix	Base Salary (\$)	Months			Requested Salary (\$)	Fringe Benefits (\$)	Funds Requested (\$)
						Cal.	Acad.	Sum.			
	Pauline		Herrera		(b) (6)	12.00	9.00	3.00	(b) (6)	(b) (6)	5,525.00
Project Role: <input type="text" value="PD/PI"/>											

Additional Senior Key Persons: **Total Funds requested for all Senior Key Persons in the attached file**

Total Senior/Key Person

B. Other Personnel

Number of Personnel	Project Role	Months			Requested Salary (\$)	Fringe Benefits (\$)	Funds Requested (\$)	
		Cal.	Acad.	Sum.				
<input type="text"/>	Post Doctoral Associates	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/>	Graduate Students	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/>	Undergraduate Students	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/>	Secretarial/Clerical	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
1	Program and Membership Coordinator	12.00	9.00	3.00	(b) (6)	(b) (6)	3,315.00	
1	Program and Operations Manager	12.00	9.00	3.00	5,500.00	630.00	6,130.00	
2	Total Number Other Personnel					Total Other Personnel		9,445.00
Total Salary, Wages and Fringe Benefits (A+B)							14,970.00	

C. Equipment Description

List items and dollar amount for each item exceeding \$5,000

Equipment item	Funds Requested (\$)
No equipment costs are requested	0.00
Additional Equipment: <input type="text"/>	
<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>
<input type="button" value="View Attachment"/>	
Total funds requested for all equipment listed in the attached file	
Total Equipment	0.00

D. Travel

	Funds Requested (\$)
1. Domestic Travel Costs (Incl. Canada, Mexico and U.S. Possessions)	0.00
2. Foreign Travel Costs	
Total Travel Cost	0.00

E. Participant/Trainee Support Costs

	Funds Requested (\$)
1. Tuition/Fees/Health Insurance	0.00
2. Stipends	0.00
3. Travel	0.00
4. Subsistence	0.00
5. Other <input type="text"/>	
<input type="text"/> Number of Participants/Trainees	
Total Participant/Trainee Support Costs	0.00

F. Other Direct Costs**Funds Requested (\$)**

1. Materials and Supplies	0.00
2. Publication Costs	
3. Consultant Services	13,000.00
4. ADP/Computer Services	
5. Subawards/Consortium/Contractual Costs	
6. Equipment or Facility Rental/User Fees	
7. Alterations and Renovations	
8. Marketing	22,000.00
9.	
10.	
Total Other Direct Costs	35,000.00

G. Direct Costs**Funds Requested (\$)****Total Direct Costs (A thru F)** 49,970.00**H. Indirect Costs**

Indirect Cost Type	Indirect Cost Rate (%)	Indirect Cost Base (\$)	Funds Requested (\$)
No indirect costs are requested			0.00
Total Indirect Costs			0.00

Cognizant Federal Agency

(Agency Name, POC Name, and POC Phone Number)

N/A

I. Total Direct and Indirect Costs**Funds Requested (\$)****Total Direct and Indirect Institutional Costs (G + H)** 49,970.00**J. Fee****Funds Requested (\$)**

0.00

K. Total Costs and Fee**Funds Requested (\$)****Total Costs and Fee (I + J)** 49,970.00**L. Budget Justification**

(Only attach one file.)

1238-DAF_Justification.pdf

Add Attachment

Delete Attachment

View Attachment

RESEARCH & RELATED BUDGET - Cumulative Budget

		Totals (\$)
Section A, Senior/Key Person		5,525.00
Section B, Other Personnel		9,445.00
Total Number Other Personnel	2	
Total Salary, Wages and Fringe Benefits (A+B)		14,970.00
Section C, Equipment		0.00
Section D, Travel		0.00
1. Domestic	0.00	
2. Foreign		
Section E, Participant/Trainee Support Costs		0.00
1. Tuition/Fees/Health Insurance	0.00	
2. Stipends	0.00	
3. Travel	0.00	
4. Subsistence	0.00	
5. Other		
6. Number of Participants/Trainees		
Section F, Other Direct Costs		35,000.00
1. Materials and Supplies	0.00	
2. Publication Costs		
3. Consultant Services	13,000.00	
4. ADP/Computer Services		
5. Subawards/Consortium/Contractual Costs		
6. Equipment or Facility Rental/User Fees		
7. Alterations and Renovations		
8. Other 1	22,000.00	
9. Other 2		
10. Other 3		
Section G, Direct Costs (A thru F)		49,970.00
Section H, Indirect Costs		0.00
Section I, Total Direct and Indirect Costs (G + H)		49,970.00
Section J, Fee		0.00
Section K, Total Costs and Fee (I + J)		49,970.00

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J. Fee: \$0

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K. Total Costs and Fee: \$49,970