CITY OF BEVERLY HILLS
STAFF REPORT

Meeting Date: April 15, 2008

To: City Council

From: Alison Maxwell, Director Economic Development and Marketing

Subject: Presentation of Buyer Behavioral Survey by the Beverly Hills Chamber of Commerce, Economic Development Division

Attachments:
1. Report from the Chamber of Commerce and Summary of the Buyer Behavioral Survey

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INTRODUCTION

The Beverly Hills Chamber of Commerce Economic Development Division (EDD) staff will present to City Council findings from the completed Buyer Behavioral Survey, which provides data on spending and shopping by residents of Beverly Hills and the Los Angeles County area.

DISCUSSION

Following publication of the first Economic Impact of Tourism study by the Conference and Visitors Bureau (CVB) in 2005, the City's Economic Development Office has applied greater focus on research and development of economic data with a view to providing comprehensive information for internal use and for dissemination to current and future business partners.

In mid-2006 the City's Economic Development Office published the extensive "Beverly Hills Economic Profile: *Sharpening the Competitive Edge*". This was one of the most in-depth studies of the many components of the City's economy ever undertaken. Highlighted in the report, amongst other things, was the clear importance of the tourist and visitor dollars to this economy and an understanding of key economic sectors. However, while the Economic Profile could draw on the Economic Impact of Tourism developed by the CVB for information of tourists *outside* LA County, we realized that there was no information on the spending habits from own City or our neighbors from throughout the County. Given that the 2006 Economic Profile underlined the importance of retail sales to the City's budget, it seemed an obvious next step to undertake a local Buyer Behavioral Survey.

The Chamber of Commerce EDD identified this opportunity and proposed undertaking the study. The Chamber EDD hired Lauren Schlau Consulting to design and conduct the Beverly Hills Buyer Behavioral Study.

Further information about the Buyer Behavioral Survey is attached in a memorandum from the Chamber of Commerce along with a copy of the Executive Summary of the Survey. Staff from the Chamber of Commerce will be making an oral presentation to Council to outline the principal findings from the study.

FISCAL IMPACT

None

RECOMMENDATIONS

Receive presentation and accept reports

Approved by:

Alison Maxwell, Director Economic Development and Marketing

BEVERLY HILLS CHAMBER OF COMMERCE

Leading Businesses to Success

Meeting Date: April 1, 2008

To: Honorable Mayor & City Council

From: Anita Zusman Eddy, Vice President of Development and Government Affairs

Subject: Beverly Hills Chamber of Commerce Economic Development Division's Retail Behavioral Study

Attachments: Economic Development Division's Retail Behavioral Study Executive Summary

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Background and Purpose

The value and impact of the Visitor Impact Study completed 2005 by the Conference and Visitors Bureau with the support of the Economic Development Division, pointed up the need to collect data from collect data and information from shoppers residing within Los Angeles County, including Beverly Hills residents.

Working with the City staff, the EDD retained a consultant to conduct a survey of local shoppers. Data was collected on the distribution and spending impacts of Beverly Hills commercial patrons in total, as well as by category (e.g. spending on apparel, art, jewelry, home décor/ furnishings, spa/rooming, dining out, etc.), the distribution and spending impacts of commercial patrons by residence area (zip code), shopping location (street) and key demographic and market segments such as age, gender, income level, etc.

Logistics of Study

The study was conducted over the period of a year (2006) in order to capture seasonal shopping habits. The survey instruments included a shopper intercept survey which utilized paid professional interviewers surveying shoppers throughout the various shopping areas in Beverly Hills and a telephone household survey to supplement the information collected from other shoppers.

Focus of Study and Use of Data

The study focuses on two main areas: an economic and fiscal impact analysis of Beverly Hills' patron sales and patron profiles. A total of 828 on-site random interviews were completed during four interviewing "waves" throughout the year. This is the first-ever study conducted by the City or Chamber of buying and spending habits of Beverly Hills shoppers, including Beverly Hills residents. This important data collected can be utilized in numerous ways, including, among others, distribution to our local and international retail executives for their analysis and use, distribution to incoming and newly established retailers and businesses to assist in their business analysis and business model development, development of a businesses attraction study currently being created by the EDD, creation of a city retail marketing plan, incorporation into the development of Business Improvement District(s) in Beverly Hills, and more.

Highlights of Study

- Overall, 1400 retail outlets in Beverly Hills generated 1.7 billion in total retail sales
- There were an estimated 4.6 million shopper trips made to Beverly Hills in 2006 (this includes multiple trips by the same individual over the course of a year)
- Beverly Hills resident accounted for nearly 39% of the total trips and the Beverly Hills residents spent an average of $281 per-person-per-trip
- Los Angeles County residents accounted for 16% of the total shopper trips made to Beverly Hills and spent an average of $277 per-person-per-trip
- "Non-local" patrons accounted for 46% of the total number of shopper trips and spent an average of $277 per-person-per-tip

More information will be presented at the April 15, 2008 City Council meeting.

LAUREN SCHLAU
LSC
CONSULTING

Beverly Hills Retail Behavioral Study for 2006
Executive Summary

September 2007

STRATEGIC CONSULTING

LAUREN SCHLAU
LSC
CONSULTING

September 11, 2007

Anita Zusman Eddy
Director Economic Development & Governmental Affairs
Beverly Hills Chamber of Commerce
239 S. Beverly Drive
Beverly Hills CA 90012

Dear Ms. Zusman Eddy:

We are pleased to present this executive summary of the research study of Beverly Hills Retail activity and behaviors.

The report presents the survey results in narrative and tabular form and reflects conditions of the marketplace existent during our fieldwork.

Please feel free to contact me should you have any questions, comments or concerns about any aspect of the report. We value and appreciate the opportunity to have assisted you, the Chamber of Commerce and the Beverly Hills community on this most worthwhile project.

Sincerely,

Lauren Schlau
Principal

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STRATEGIC CONSULTING

SECTION 1 - EXECUTIVE SUMMARY OF FINDINGS

The key findings from the 2006 Beverly Hills Retail Behavior Study are summarized below and shown in Table 1 on the next page.

- Overall, 1,400 retail outlets are located in all of Beverly Hills that generated $1.7 billion in total retail sales in 2006.

- This study accounted for $1.3 billion of Beverly Hills retail sales or 76% of the total retail sales, in that it focused in the Beverly Hills Triangle and adjacent areas[1] and excluded certain retail categories. [2] Including retail taxes and meal/beverage tips, total sales reached $1.45 billion.

- The study estimated average spending, for those who did and did not spend, of per-patron group and per-person for each trip taken to Beverly Hills. An overall average of $622 was spent in Beverly Hills per-patron [3] *group* per-trip, or an average of $312 per-*person* per-trip.
    - Of this total, each group that resides in Beverly Hills spent just over $500 or $281 per-person per-trip.
    - Los Angeles County residents spent $784 per-group or $493 per-person per-trip.
    - Among those residing out of the area, $668 was spent per-group, or $277 per-person per-trip.

- In terms of shopper volume, this study uses the basis of "patron trips." A patron trip is the number of times patrons came to Beverly Hills during the year. For example, if a group of three friends visited Beverly Hills 12 times during the year they would account for 36 patron trips.
    - All patrons to Beverly Hills made a total of 4.6 million trips in 2006.
    - Of this total, Beverly Hills residents accounted for nearly 1.8 million trips, nearly 39% of the total trips.
    - Los Angeles County residents made 722,200 trips, or 16% of the total.
    - Non-local patrons accounted for 2.1 million trips or 46% of the total.

[1] This study covered the Triangle, Wilshire Boulevard department stores, South Beverly Drive and South Robertson Boulevard.
[2] Our analysis excludes 100% of sales for autos and supplies, building/farm materials, and service stations, and 50% of sales for food stores and home décor, all of which combined accounted for $400 million in annual retail sales (excluding retail sales taxes which retailers do not report to the California Board of Equalization).
[3] The terms "patron" and "visitor" as used in this report represent anyone in the Beverly Hills areas covered in this study for retail related activity (excluding the categories listed above) who did or did not spend money.

Table A– Summary of 2006 Retail Spending and Patron Volume in Beverly Hills

(including sales taxes and tips)

		Residence		
	Total	**Beverly Hills**	**L.A. County**	**Non-Local**
Spending Per-Person Per-Trip	$ 312	$ 281	$ 493	$ 277
Spending Per-Group Per-Trip	$ 622	$ 506	$ 784	$ 668
Spending Total	$1,447,683,000	$ 500,898,000	$ 356,128,000	$ 590,657,000
Ratio of Spending	100.0%	34.6%	24.6%	40.8%
Est. Annual Patron Trips	4,634,189	1,782,414	722,223	2,129,552
Ratio of Patron Trips	100.0%	38.4%	15.6%	46.0%

Source: CIC Research, Inc. and Lauren Schlau Consulting

- The total spending generated approximately $13 million in total annual retail sales taxes to the City of Beverly Hills.
- About 95% of all patrons to Beverly Hills shopped/browsed in the city in the past year; 94% ate or had a drink out, 86% were sightseeing/walking around Beverly Hills, and 78% socialized with friends and family in Beverly Hills.
- The main reasons for liking to shop in Beverly Hills included: 51% who like the walkable "village" atmosphere, 45% perceive Beverly Hills as close to home/convenient, 43% enjoy the city's luxury environment, 30% feel the shops are unique/different,
  - The walkable "village" atmosphere and being close to home were preferred reasons cited particularly by Beverly Hills residents.
- Each Beverly Hills resident group took 100 (median) [4] annual trips to Beverly Hills, about two trips per week.
- By purchase category, patrons spent the most on jewelry, watches, and gems, followed by leather goods/luggage/purses/ accessories, appliances/electronics, home décor/furnishings and women's and men's clothing.
- International patrons exhibited certain unique behaviors. More were encountered at 2 Rodeo than at any interviewing location. Nearly all of these visitors were in Beverly Hills mainly to shop or browse, and to eat or have a drink out. They spent more hours than other groups in Beverly Hills on their shopping experience.
- The top four shopping locations (among Beverly Hills and L.A. County residents only) were Beverly Hills, the Beverly Center, The Grove and Century City.

[4] The median (midpoint) is used to measure annual trips to minimize the skew from a few who may have made an extreme number of visits.

- Beverly Hills was patrons' preferred shopping destination for a range of retail categories, including: women's children's and men's clothing, beauty/ cosmetics, salon/spa services, gourmet foods and wine, jewelry/watches, leather goods, and footwear.
- Beverly Hills was also the top preferred area for holiday shopping.
- Beverly Hills was second only to the Beverly Center for department store shopping.

- Of those surveyed 8 in 10 or 80.4% were "Extremely" or "Very Satisfied" with Beverly Hills as a shopping destination. The very few who expressed dissatisfaction perceived the area was "too expensive/poor value" or "too congested".

- Demographically, patrons averaged about 40 years old, 40% to 50% were married, just over one-half were female and the overall average annual household income was $184,000, well above the local or national average.
  - Patrons who were Beverly Hills residents were slightly older, with far higher average annual household income than any other segment.

Observations based on the survey results are as follows:

- Beverly Hills' retail sector is vibrant and relatively balanced in terms of capturing shoppers that reside within Beverly Hills, the Los Angeles region, and significantly from throughout the United States and foreign countries.

- Repeat patronage is very high particularly among Beverly Hills residents, who shop and/or eat out in Beverly Hills an average of two times per week.
  - Los Angeles County residents average about three trips per month to the city.
  - Beverly Hills residents like the convenience of shopping close to home and the types and goods and services available in the city

- In general patrons like the city's walkability and village atmosphere; it's a pleasant place to walk around and in which to shop or dine out and offers a quantity and level of goods and services not found elsewhere in Southern California.

- Patron spending is distributed across various retail categories with a concentration on general merchandise, specifically department store items as well as other retail such as jewelry and apparel. Patrons also spend on meals and beverages out and for health and beauty products and services.

- Beverly Hills is the preferred place among regional patrons for a majority of the types of categories and/or items they seek.

- The City is also rated as better than or comparable to other shopping destinations through the United States and the world.

In conclusion, Beverly Hills is singularly unique, combining a pleasant walkable village atmosphere with a luxury level of goods and services that people want and expect.

Beverly Hills offers patrons a concentrated collection of name brands and outlets arguably found nowhere else and as a result attracts patrons from around the world. Patrons visit Beverly Hills to purchase goods and services that they need and want, as well as to have this experience in Beverly Hills' singular luxury village atmosphere. Given their high levels of satisfaction, many patrons act as "marketing ambassadors" telling others about their experiences and purchases in Beverly Hills.

As virtually all amenities offered in Beverly Hills, including retail shops, restaurants, spas, personal services and hotels among others, are world-class quality level, Beverly Hills is known for and delivers a consistent and authentic brand experience.

SECTION 2
STUDY OVERVIEW AND METHODOLOGY

Overview

The Beverly Hills Chamber of Commerce commissioned a study to quantify the economic contribution and the composition of Beverly Hills' retail patrons. The data and information gathered over a one year study period are useful to the Chamber and other stakeholders for various economic, marketing and business development purposes.

The terms "patron," "shopper" or "visitor" include any local resident or non-local visitor responding to the survey who was in Beverly Hills to shop, eat out, for a personal service or other retail-related activity whether or not goods or services actually were purchased.

Approach

The results cover the year 2006 focusing on two main areas: an economic and fiscal impact analysis of Beverly Hills' patron sales and patron profiles.

A total of 828 interviews were completed via on-site random intercepts conducted by professional interviewers during four interviewing "waves" throughout the year as shown in the table below. The first interviewing "wave" was conducted in Spring, late May and early June; Wave 2 in Summer, late

July/early August, Wave 3; the Fall, late September/early October; and the final Wave 4 in mid-December to capture holiday shoppers.

Table B – Number of Completed Interviews Each Wave

	Total	Wave			
		Wave 1 Spring	Wave 2 Summer	Wave 3 Fall	Wave 4 Winter
Base: Total Respondents	**828**	**201**	**187**	**206**	**234**

The sample of 828 respondents has a margin or error of ± 3.5% for responses at 50%; this variance declines at percentage response rates away from 50%. [5]

The interviews were conducted in selected highly trafficked Beverly Hills retail areas mainly concentrated within and adjacent to the "Triangle" area and other areas shown in the following table, which also compares respondents by residence area.

Table C– Location and Number of Completed Interviews

	Total	Residence				
Location (block)		Beverly Hills	LA Co.	Calif.	Other US	Int'l.
Base: Respondents	**828**	**167**	**222**	**122**	**137**	**180**
N. Beverly Drive	16.2%	15.6%	22.1%+	13.1%	16.8%	13.3%
S. Beverly Drive	12.8%	14.4%	10.4%	13.1%	9.5%	10.6%
NET: Beverly Drive	**29.0%**	**30.0%**	**32.5%**	**26.2%**	**26.3%**	**23.9%**
N. Rodeo Drive	13.4%	13.8%	10.8%	17.2%	12.4%	13.3%
2 Rodeo	7.8%	6.6%	5.4%	6.6%	10.2%	15.6%+
NET: Rodeo Drive	**21.2%**	**20.4%**	**16.2%**	**23.8%**	**22.6%**	**28.9%**
Wilshire Blvd.	12.4%	12.0%	12.2%	10.7%	13.1%	15.6%
N. Canon Drive	12.2%	12.6%	14.0%	12.3%	10.9%	9.4%
Santa Monica Blvd	9.0%	9.6%	9.5%	4.9%	10.9%	6.7%
South Robertson Blvd.	8.6%	9.6%	9.0%	9.0%	6.6%	4.4%
Dayton & Brighton	7.6%	6.0%	6.8%	13.1%	9.5%	11.1%

Note: This and all tables hereinafter are tested to 0.95 percent significance level.
+/- Indicates significantly higher/lower value compared to the 'Total'

[5] At 40% and 60% the variance is ±3.3%; at 30% and 70% it is ± 3.1%; at 20% and 80% it is ± 2.7% and at 10% or 90% variance is 2.0%.

Description of Beverly Hills Shopping Districts

To provide context for the results, the following briefly describes each subarea in which interviewing was conducted.

- **N. Rodeo Drive:** arguably the world's most famous and prestigious retail address with a highly concentrated collection of known and respected designers including Armani, Bulgari, Cartier, Dior, Escada, Gucci, Prada, Tiffany, Valentino, Versace, attracting the highest end clientele from within the region and around the world.
- **2 Rodeo**: its street within a street layout marrying old European charm with modern convenience and accessibility, Two Rodeo features an ensemble of select boutiques, restaurants and services including ultra luxury names such as Versace and Tiffany.
- **N. Beverly Drive**: a little less formal than the famed Rodeo Drive one block to its west, North Beverly is home to the flagship stores of national retailers including Crate & Barrel, Pottery Barn, The Gap, Banana Republic, Williams Sonoma, as well as Beverly Hills institutions such as Gearys of Beverly Hills, and Nate & Al's deli and The Farm restaurant.
- **S. Beverly Drive:** more moderately priced retail shops and casual eateries representing a more "local" Beverly Hills experience.
- **Wilshire Blvd.**: the region's most complete collection of upscale department stores featuring Saks 5th Avenue, Neiman-Marcus and Barney's of New York, as well as flagship stores for Niketown, St. John's and Façonnable.
- **N. Canon Drive**: one-of-a kind outlets such as Le Palais des Thes tea emporium and Smith & Hawken, Jimmy Au's men's store, several notable Italian restaurants including La Scala, Porta Via, Enoteca Drago, Il Pastaio, E.Baldi, as well as Coupa, a Venezuelan café and Mastro's Steak House
- **Santa Monica Blvd**: a blend of specialty food shops such as the immensely popular Sprinkles cupcake boutique, Pinkberry yogurt, Il Cono gelato, interspersed with unique cafes, clothing boutiques and services catering to a range of residents, employees and visitors.
- **Dayton & Brighton**: these smaller (east-west) streets are home to the flagship Grill on the Alley restaurant and other eateries as well as unique clothing boutiques, specialty jewelers, and categories such as fine stationery, perfumery, and a day spa.
- **S. Robertson Blvd.**: approximately one mile east of the Triangle area, South Robertson is known for upcoming trendsetters including Miele German appliances, Matt, Tom Stasinis, and Velazco's menswear and sportswear, Sara Sturgeon women's-wear, and For the Table and Linens et al home accessory shops.

Retail Sales By Category

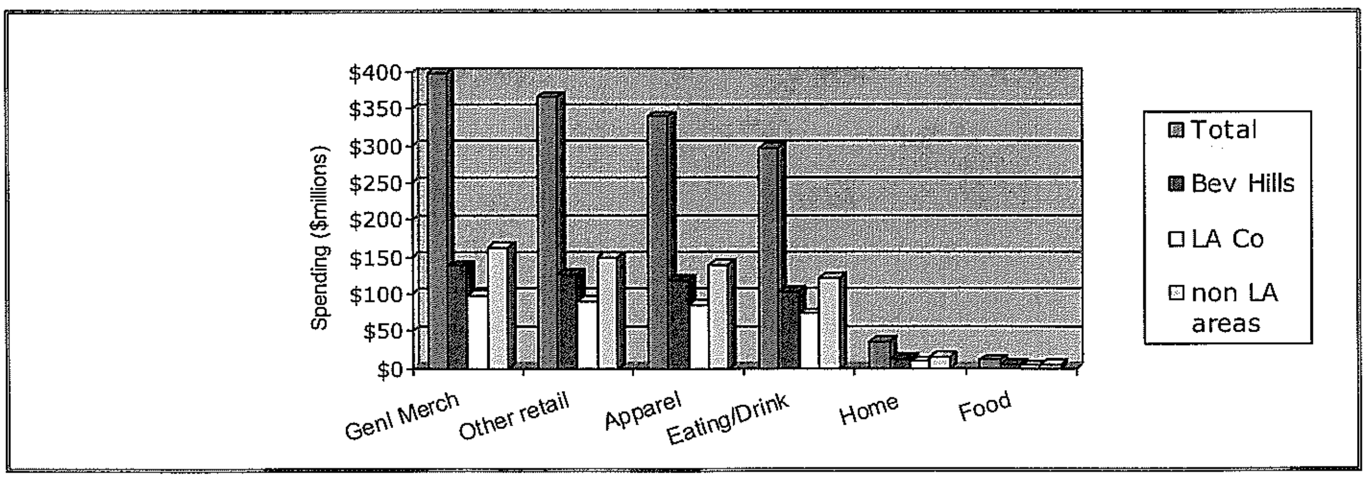
Taking the analysis one step further, we have applied the survey results to calculate spending in the broad BOE categories by residence, i.e., Beverly Hills, Other Los Angeles County and Non-LA area residents. As depicted below general merchandise accounted for the most total spending, nearly $400 million or 28% of the $1.4 billion. A close second was other retail at $367 million, then apparel at $340 million, and eating & drinking places at nearly $300 million.

Table 3.6 – Beverly Hills Estimated 2006 Retail Sales by Residence and Broad Category

(including retail taxes and meal tips)

Retail Stores	B.H. Retail Sales (000)	Ratio	B.H. Residents (000)	L.A. Co. Res (excl. BH) (000)	Non-L.A. Resident (000)
General Merchandise Stores	$ 398,121	28.0%	$ 137,750	$ 97,938	$ 162,433
Other Retail Stores	$ 366,631	25.8%	$ 126,854	$ 90,191	$ 149,586
Apparel Stores	$ 340,364	23.9%	$ 117,766	$ 83,729	$ 138,869
Eating and Drinking Places	$ 296,619	19.1%	$ 102,630	$ 72,968	$ 121,021
Home Furnishings/appliances	$ 34,531	2.4%	$ 11,948	$ 8,494	$ 14,089
Food Stores	$ 11,417	0.8%	$ 3,950	$ 2,808	$ 4,659
Retail Stores Totals	**$1,447,683**	100.0%	**$ 500,898**	**$ 356,128**	**$ 590,657**

Exhibit 2 – Spending By Broad BOE Category By Residence Area



Annual Average Total Spending Per Shopper

The following table breaks out average per shopper trip spending by category by residence area for those who reported that they shopped in Beverly Hills (but may not have spent any money).

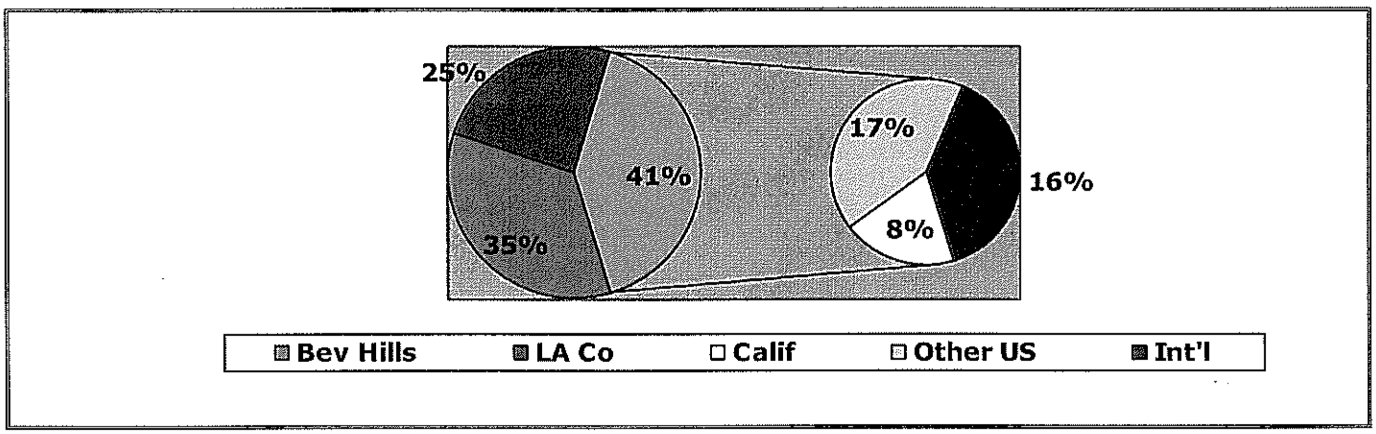
Table 3.7 –Per-Trip Average and Annual Total Spending by Residence Area

Residence	Per-Group Per-Trip Average Retail Spending	Persons per Patron Group	Per-Person Per-Trip Average Retail Spending	Total Aggregated Estimated Retail Spending	Total Spending Ratio
Beverly Hills	$ 506	1.80	$ 281	$ 500,898,000	34.6%
Los Angeles County (excl. BH)	$ 784	1.59	$ 493	$ 356,128,000	24.6%
California (excl. LA Co)	$ 493	1.87	$ 263	$ 114,363,000	7.9%
Other U.S.	$ 844	2.48	$ 340	$ 246,106,000	17.0%
International	$ 638	2.60	$ 246	$ 230,182,000	15.9%
Total All Shoppers	**$ 622**	**1.99**	**$ 312**	**$1,447,683,000**	**100.0%**

Source: CIC Research Inc. from Beverly Hills 2006 retail patron study, and Lauren Schlau Consulting.

On an aggregated basis, of the total $1.4 billion, just over $500 million or 35% was derived from Beverly Hills residents, $356 million, or one-quarter from Los Angeles County residents, and the remaining $591 million or 40% from non-local patrons.

Exhibit 3 – Sources (by Residence) of Per Capita (Adjusted) Retail Spending



Spending by Detailed Category

The intercept survey asked patrons their spending across a far more detailed set of categories from antiques, apparel and jewelry to leather goods/accessories, electronics and beauty products and services. These results were calculated to per-group annualized spending per category and by residence as shown in the following table.

As shown, each retail patron group overall spent an average total of $622.00 per shopping trip in Beverly Hills. By origin area, each Beverly Hills resident spent an average of $506, other Los Angeles County residents spent $784, and each patron residing outside L.A. County spent an average of $668 (the combined average of Californians, Other U.S. and International patrons' spending).

Table 3.8 – Per-Group Per-Trip Average Spending in Beverly Hills by Category by Residence Area

(in descending order by all shoppers)

	All Shoppers	Beverly Hills	LA Co.	Calif.	Other US	Int'l
Intercept Study Base (shopped in BH)	**772**	**163**	**207**	**106**	**132**	**164**
Other items	$ 141.50	$ 19.63	$ 483.48	$ -	$ 306.82	$ 3.41
Jewelry, watches, gems	$ 138.51	$ 147.40	$ 68.99	$ 115.95	$ 165.28	$ 194.50
Clothes - women's	$ 96.75	$ 105.75	$ 57.93	$ 101.86	$ 80.37	$ 130.80
Clothes - men's	$ 45.77	$ 38.25	$ 34.21	$ 46.51	$ 69.82	$ 61.01
Shoes/footwear	$ 40.32	$ 37.62	$ 21.56	$ 60.53	$ 52.27	$ 48.73
Leather goods/luggage/ purses/accessories	$ 36.51	$ 24.48	$ 42.64	$ 42.92	$ 38.89	$ 55.83
Restaurants/meals, beverages out	$ 26.84	$ 25.08	$ 25.06	$ 19.56	$ 37.60	$ 29.84
Department stores	$ 22.00	$ 18.75	$ 11.59	$ 28.07	$ 37.13	$ 27.87
Beauty, cosmetic, hair, spa SERVICES	$ 12.86	$ 23.32	$ 6.31	$ 3.07	$ 5.15	$ 4.97
Home décor, accessories, furnishings	$ 11.36	$ 7.06	$ 6.81	$ 53.77	$ 10.98	$ 1.83
Cosmetics, perfumes, spa PRODUCTS	$ 8.65	$ 9.59	$ 4.25	$ 5.24	$ 12.80	$ 10.44
Clothes - children's	$ 7.79	$ 11.50	$ 3.84	$ 3.30	$ 7.20	$ 5.94
Clothes - junior's	$ 6.58	$ 6.75	$ 5.89	$ 2.36	$ 5.64	$ 10.37
Appliances/electronics	$ 5.47	$ 9.21	$ 3.14	$ 1.89	$ -	$ 4.88
Furs	$ 5.39	$ -	$ -	$ -	$ 5.30	$ 30.49
Gourmet/specialty foods/wine/liquor/candy/nuts etc.	$ 5.06	$ 7.86	$ 2.66	$ 3.07	$ 2.88	$ 3.41
Computers, wireless, electronics	$ 3.13	$ 3.01	$ 1.45	$ 1.89	$ 3.45	$ 6.10
Toys, hobbies, games, sporting goods	$ 2.32	$ 3.22	$ 0.72	$ 1.84	$ 1.29	$ 3.02
Antiques, Arts, Cultural items	$ 2.20	$ 3.07	$ 1.45	$ -	$ 0.76	$ 3.35
Drug stores/pharmacy items	$ 1.53	$ 2.66	$ 1.11	$ 0.85	$ 0.23	$ 0.38
Stationery/paper goods/books	$ 1.12	$ 1.63	$ 0.94	$ -	$ 0.45	$ 1.23
Total Per-Group Per-Trip (Survey Sample)	**$ 621.66**	**$ 505.84**	**$ 784.03**	**$ 492.68**	**$ 844.31**	**$ 638.40**