

REQUEST FOR PROPOSAL

**FRESNO/MADERA HIGHWAY 41 ORIGIN-DESTINATION
STUDY**



Fresno Council of Governments
(in Partnership with the Madera County Transportation Commission)

**2035 Tulare Street, Suite 201
Fresno, CA 93721
(559) 233-4148**

Additional background information on this proposal can be found on the Fresno COG website at
www.fresnocog.org

November 19, 2014

REQUEST FOR PROPOSALS

FRESNO/MADERA HIGHWAY 41 ORIGIN-DESTINATION STUDY

The Fresno Council of Governments (Fresno COG), in partnership with the Madera County Transportation Commission (MCTC), seeks a qualified consultant or agency to conduct an origin-destination traffic study along the entirety of the highway 41 corridor running through Fresno and Madera Counties.

II. BACKGROUND

To provide for a comprehensive understanding of transportation movements and effects between Fresno and Madera Counties, the Fresno Council of Governments (Fresno COG) and the Madera County Transportation Commission (MCTC) – in partnership with the Counties of Fresno and Madera, and the Cities of Fresno and Madera – seek to conduct a joint study focusing on the traffic movements along the entirety of the Highway 41 corridor running through both Fresno and Madera Counties, and the various impacts associated with such movements. It is anticipated that the joint study would consist of two parts. Part one will consist of an analysis of origin and destination traffic movements between the two counties. Part two will provide an analysis of the fiscal impacts of such movements on the local and regional economy. The results of the joint study are intended to better inform local decision-making bodies regarding commuter patterns and their economic impacts as these agencies continue discussions relating to development patterns of interest to each jurisdiction, in-line with previous agreements to consider such activities and potential impacts. In addition, deliverables are also intended to improve the regional planning agencies’ abilities to implement their Sustainable Communities Strategies.

The total timeline of the complete project would consist of a 12-month period; allowing for approximately 6 months of traffic analysis and 6 months of fiscal analysis with integrated administrative report editing/review and completion taking place concurrently. Proposed adjustments to this timing are welcome, given the proposing firm provides a detailed explanation regarding such an adjustment.

The activities contained within this Request for Proposals (RFP) are for Part One activities (origin-destination traffic analysis) only, with a separate RFP for Part Two (financial analysis) anticipated to be released in the spring of 2015.

III. PROJECT SPECIFICATIONS AND SCOPE

The intent of Part One of this project is to provide modeling and other traffic analysis data and narrative to show and discuss the movements, volumes and impacts of vehicular traffic along the entirety of the Highway 41 corridor throughout Fresno and Madera Counties, and how those movements may take place throughout a standard calendar year. Such analysis should consider the existing general plans of each entity, and should include changes being proposed

with any general plan updates currently underway. It is the responsibility of the prospective firm to propose those activities and methodologies that they believe best meet the intent and criteria of the study. Such efforts may include the utilization of aggregate cell phone data; GPS acquired data, census and/or other relevant survey data, etc. At minimum, analysis should account for:

- Total traffic volume
- Analysis regarding peak travel times
- Average weekday vs. weekend travel patterns and volumes
- Discussion of major trip generating facilities, areas, etc.
- Analysis of predominant origin and destination patterns
- Description of tools, data sources and methodology utilized
- Additional details the consultant sees as critical to complete the analysis

IV. SCHEDULE

The total time line for these tasks runs from February 2, 2015 - June 30, 2015. A draft report will be required by June 1, 2015. A final report will be required by June 30, 2015.

Activity	Date
Request for Proposals (RFP) Released	November 19, 2014
Deadline for Proposal Submittal Questions	November 28, 2014
Deadline for Proposal Submittal	December 8, 2014
Determine Short List for Interviews (If determined Necessary)	December 12, 2014
Interviews and/or Selection	December 18, 2014
Fresno COG Policy Board Approval	January 29, 2015
Notice to Proceed - Subject to Contract Signing	February 2, 2015
Draft Report Due	June 1, 2015
Final Report Due	June 30, 2015

Completion of contract work **June 30, 2015**

V. Proposal Requirements

It is the responsibility of the prospective firm to propose those activities and methodologies that they believe best meet the intent and criteria of the study. Special emphasis will be placed on timely completion of the work products by the prospective consultant. The Proposer will indicate actions that will be taken to ensure compliance with the schedule. Any suggested variations from the schedule will be indicated in the Proposer’s response. Any extensions to the schedule will require a formal written request from the consultant to the Fresno COG project manager. The Fresno COG project manager will monitor the schedule to ensure proper and timely performance by the contractor.

Respondents should develop a detailed schedule as part of their proposal. This schedule should show estimated completion dates for deliverables and presentations. The selected consultant will be expected to perform all work necessary to complete the scope of work. The consultant

will take primary direction from the Fresno COG project manager, who will coordinate all activities with the MCTC project manager and additional partners/stakeholders. It is intended that all work will be completed within six (6) months of negotiating a contract in accordance with the schedule component and that the consultant's work team will begin immediately upon signing a contract.

Proposers shall provide a contact person and email address to be used in responding to questions and for notification of updated RFP information on the Fresno COG website. See Section XI for RFP question submission details.

Selection

Clarity and conciseness are essential and will be considered in assessing the proposer's capabilities. Proposal content and completeness are important. All consultant proposals submitted in response to this request will be screened by a selection committee comprised of staff from Fresno COG, MCTC, and staff from the Cities and Counties of Fresno and Madera, respectively. Based on the criteria, the selection committee will review the bids and select qualified firms for interviews (if deemed necessary). The selection committee reserves the right to make a final selection without an interview.

Bids will be evaluated on:

1. The qualifications of the firm and staff.
2. The completeness of the Bid Submittal.
3. The responsiveness and comprehensiveness of the Bid with desired contract products.
4. The continuity and schedule of the program of tasks.
5. Perceived effectiveness of the Bid Submittal.

Based on the interviews and/or evaluations, the selection committee will make a recommendation to the Fresno COG Policy Board on Thursday, January 29, 2015 for contract approval.

VI. Proposal Format

In order to simplify the review process and maximize the degree of comparative analysis, the proposal should be organized in the following manner:

A. Transmittal letter

The transmittal letter should be signed by an official authorized to bind the consultant contractually and will contain a statement to the effect that the proposal is a firm offer for 90 days. The letter accompanying the proposal will also provide the following: name, title, address, and telephone number of individuals with the authority to negotiate and

contractually bind the company. The transmittal shall contain a statement of understanding of the RFP.

B. Table of Contents

Include identification of the material by section and page number.

C. Overview

This section should clearly convey the consultants understanding of the nature of the work and the general approach to be taken to its performance. This section should include, but not be limited to, a discussion of the purpose of the project, the organization of the project effort, and a summary of the proposed approach.

D. Detailed Work Plan

The prospective contractor shall provide a schedule for completing the project, within the schedule set forth in this RFP. The schedule shall identify the major tasks to be undertaken and the time frame for each task.

This section should include the following components:

1. Task Description

Include a full description of each step to be followed in carrying out the project. The work description should be presented in sufficient detail (tasks, subtasks, etc.) to show a clear understanding of the work and the proposed approach.

2. Deliverables

A description of the format, content, and level of detail that can be expected for each deliverable.

3. Schedule

A schedule showing the expected sequence of tasks, subtasks, etc. should accompany the work description. Important milestones should be identified on the schedule.

E. Management Approach

This section should describe the firm's management approach. If the proposal is a team effort, the distribution of work among the team members should be indicated. Describe the organization of the management, the structure of the work assignments, and any specific features of the management approach that require special explanation. Designate by name the project manager to be employed who will oversee the project.

No substitutions of the identified project manager will be allowed without prior approval of Fresno COG.

Include the name and qualifications of all professional personnel to be employed, a resume for each professional (included in an appendix), a statement indicating how many hours each professional will be assigned to the contract and what tasks each professional will perform. Staffing assignments should be specific enough to demonstrate understanding of skills required and commitment of proper resources. The selected consultant will not substitute members of the project team without prior approval of Fresno COG.

F. Budget and Billing Format

A cost analysis of the proposed budget will be done by staff at Fresno COG and MCTC. Under various circumstances the budget could be subject to Pre-audit and/or the final cost subject to Post audit by Fresno COG, the California Department of Conservation or the State Controller's Office and the State Auditor. The allow ability of individual items of cost will be determined by 48 CFR, Federal Acquisition Regulations System, Chapter 1, Part 31 et. Seq. The Contractor will also be required to comply with 49 CFR, Part 18, and Uniform Administrative Requirement for Grants and Cooperative Agreements to State and Local Governments. The contractor should have an accounting system capable of segregating direct cost from indirect costs per the above cited regulations. The Contractor and Subcontractors will comply with all applicable laws and maintain books, documents, papers, and accounting records for a period of three years from the date of the final payment.

1. Method of Payment

The cost proposal must be prepared consistent with the method of services provided under this agreement and will be reimbursed, by one of, or a combination of the methods below. The proposer must clearly state the method used to prepare the cost proposal.

- Lump Sum payment
- Actual Cost plus Fixed Fee
- Specific Rates of Compensation

Lump Sum proposals will be paid per milestone of completed work or at the end of the contract upon acceptance of the final product. Actual Cost plus Fixed Fee agreements shall be billed at actual payroll costs and includes a fixed fee for profit. In agreements reimbursed by Specific Rates of Compensation, billing rates containing a component for profit will be negotiated that will not change during the term of the contract.

2. Project Budget

A maximum of **\$ 125,000** has been budgeted for consultant services for this project.

3. Task Budget

A schedule of estimated costs to complete each task should add down to the total cost of the project (see Attachments C & D). The task budget should include a subsidiary breakdown by task of hours and billing rate charges. To ensure a full understanding of the resources committed to the project the schedule should clearly indicate the amount of hours key personnel will be used in each task.

4. Budget and Cost Breakdown

The prospective consultant will prepare a detailed cost breakdown for the work to be performed during the project regardless of the method of reimbursement chosen. This will include all tasks required to complete the project including final reports and presentation.

a. Direct Labor Costs – A schedule of billing rates and hours worked by employee or category of employee is required of the prime contractor and all subcontractors. Billing rates shall be based on actual pay rates and should cover all costs associated with the employee (salary, benefits, and anticipated cost of living and/or merit increases during the term of the contract). Depending on the individual cost structure, overhead may be applied as a component of the billing rate or applied separately. The proposer should be prepared to validate billing rates with payroll registers, wage agreements, or other payroll documentation.

b. Overhead Rates – The overhead rate should include all indirect cost not readily assignable to cost objectives specifically benefited. Typically an overhead rate is calculated on a company or division wide basis by segregating expenses into direct cost and indirect cost categories and then dividing the indirect costs by a direct cost base such as direct labor to arrive at an overhead rate. The overhead rate is then applied on a contract by contract basis to recapture the indirect costs that are not chargeable directly to a final objective such as general and administrative, facilities, equipment, supplies, accounting, maintenance, materials, etc. Some cost structures may be broken into various overhead rates that are applied to different bases. The proposer should be prepared to provide supporting documentation such as prior agreements with government agencies or audits of prior year activities to validate overhead rates structures.

c. Direct Cost – Direct costs are those incremental costs that can be identified specifically with a particular final cost objective. Although in some instances direct cost and indirect cost may include similar categories, incremental direct cost attributable to final objectives must be separated and not included in the overhead calculation. All direct cost specifically attributed to the project and not included in the billing rates must be itemized by budget category to be eligible for reimbursement. Once contractually authorized, direct cost budgets may not be substituted without prior written consent of Fresno COG.

d. Sub consultant Fees – Sub consultants must provide the same cost data detail as the prime contractor (see Table I and Table 2).

e. Fixed Fee – A fixed fee is calculated as a basis of total direct and indirect costs. The State of California allows a 10% maximum fee.

See Attachment D for Hypothetical Cost Estimate

G. Insurance requirements

Without limiting Fresno COG's right to obtain indemnification from the consultant or any third parties, the consultant, at its sole expense, shall maintain in full force and affect the following insurance policies throughout the term of the contract:

1. Comprehensive general liability insurance with coverage of not less than \$1,000,000 combined single limit per occurrence for bodily injury, personal injury, and property damage. Comprehensive general liability insurance policies shall name Fresno COG, its officers, agents, and employees, individually and collectively, as additional insured, but only insofar as the operations under the terms of the contract are concerned. Such coverage for additional insured shall apply as primary insurance or self-insurance and any other insurance, maintained by Fresno COG, its officers, agents, and employees, shall be given excess only and not contributing with insurance provided under the consultant's policies herein.
2. Comprehensive automobile liability insurance with limits for bodily injury of not less than \$25,000 per person, \$250,000 per accident, and for property damages of not less than \$50,000, or such coverage with a combined single limit of \$250,000.
3. Professional liability insurance of at least \$1,000,000.
4. Worker's compensation insurance as required by law.

This insurance shall not be canceled or changed without a minimum of thirty (30) days advance written notice given to Fresno COG. The consultant shall provide certification of said insurance to Fresno COG within twenty-one (21) days of the date of the execution of the contract. Such certification shall show, to Fresno COG's satisfaction, that such insurance coverage's have been obtained and are in full force; that Fresno COG, its officers, agents, and employees will not be responsible for any premiums on the policies; that as and if required such insurance names Fresno COG, its officers agents, and employees individually and collectively as additional insured (comprehensive and general liability only), but only insofar as the operations under the contract are concerned; that such coverage for additional insured shall apply as primary insurance and any other insurance, or self insurance, maintained by Fresno

COG, its officers, agents, and employees, shall be excess only and not contributing with insurance provided under the consultant's policies herein; and that this insurance shall not be canceled or changed without a minimum of thirty (days) advance, written notice given to Fresno COG.

In the event the consultant fails to keep in effect at all times insurance coverage as herein provided, Fresno COG may, in addition to other remedies it may have, suspend or terminate the contract upon the occurrence of such event.

H. Disadvantaged Business Enterprise (DBE) Certification

DBE Bidders Listing (Attachment B) must be completed for all contractors and subcontractors regardless of DBE affiliation.

The Fresno COG fully anticipates that it will consistently meet and exceed its adopted DBE overall goal under 49 CFR Part 26 using Race-neutral measures exclusively.

Only DBE firms currently certified per 49 CFR Part 26 will participate as DBEs in our program. Such certification must be issued by Caltrans, FHWA, FTA, DOT, MPO, City, County, or State in accordance with 49 CFR Part 26.

Fresno COG will not deny award to contractors on the basis of DBE participation, who demonstrate that they have used good faith efforts to achieve DBE participation. Contractors selected on the basis of DBE participation must provide the following information with the initial proposal or before entering into a contractual agreement with Fresno COG:

1. The names and addresses of the DBE firms.
2. A description of the work each DBE will provide.
3. The dollar amount of participation by each DBE.
4. Proof of DBE certification.
5. Written confirmation that the DBE will participate.
6. If DBE participation is not achieved, evidence of good faith efforts must be provided.

Prime contractors are required to maintain records and document payments to all subcontractors for three years following the performance of the contract. These records will be made available for inspection upon request by any authorized representative on Fresno COG, Caltrans, FHWA, or DOT. This reporting requirement also extends to any certified DBE subcontractor. The contractor shall maintain records showing the name

and address of each subcontractor, the date of payment, and total dollar figure paid to each subcontractor.

Fresno COG will safeguard from disclosure to third parties information that may reasonably be regarded as confidential business information, consistent with federal, state, or local laws.

I. Conflicts of Interest

The prospective contractor shall disclose any financial, business, or other relationship with Fresno COG that may have an outcome on the selection.

J. Summary of Qualifications

Proposals shall include a summary of the firm's qualifications, including resumes of assigned staff.

K. Signing of Proposal/Authorization to Negotiate

The proposal shall be signed by an official authorized to bind the proposer and shall contain a statement to the effect that the proposal is a firm offer for a 90-day period. The proposal shall also provide the following: name, title, address, and telephone number of individuals with authority to negotiate and contractually bind the company.

L. Attachments

Attachments to be included at the end of the proposal are as follows (as attached herein):

- Attachment A: Title VI Assurance
- Attachment B: DBE Participation
- Attachment C: Budget and Cost Breakdown
- Attachment D: Hypothetical Cost Format

VII. PROPOSAL SUBMITTAL

A. Preparation of Proposal

The proposal shall be formatted in accordance with the requirements specified in *Section V: Proposal Requirements* of this RFP. Proposal forms shall be executed by an authorized signatory as described in *Section VI-K: Signing of Proposal/Authorization to Negotiate*. All proposals shall be prepared by and at the expense of the proposer.

B. Examination of RFP Document

The proposer shall be solely responsible for examining, with appropriate care, the RFP, including any addenda issued during the proposal period. The proposer shall also be responsible for informing itself with respect to any and all conditions which may in any

way affect the amount or nature of the proposal or the performance of the work in the event the proposer is selected. Failure of the proposer to examine and inform itself in this manner shall be at the proposer's own risk and no relief for error or omission shall be given.

C. Submission of Proposal/Period of Acceptance

One reproducible master and nine (9) copies of all proposals **must be delivered to Fresno COG no later than by 5:00 p.m. PT on Monday, December 8, 2014.** Proposals not received by that date and time *will not be considered.*

Proposals will not be accepted after 5:00 p.m. PT. Postmarks will not be accepted. Proposals should be delivered to:

Rob Terry, Principal Regional Planner
Fresno Council of Governments
2035 Tulare Street, Suite 201
Fresno, CA 93721

All proposals will remain firm for a period of ninety (90) days following the final date for submission. All proposals will become the sole property of Fresno COG and a part of its official records without obligation on the part of Fresno COG.

This RFP is not to be construed as a contract of commitment on the part of Fresno COG. Fresno COG reserves the right to reject all proposals, to seek additional information from each proposer, or to issue another RFP, if deemed appropriate.

D. Modification or Withdrawal of Proposals

Any proposal received before the date and time specified above for receipt of proposals may be withdrawn or modified by written request of the proposer. To be considered, however, the modified proposal must be received by the proposal due date and time specified previously.

All verbal modifications to these conditions or provisions are ineffective for proposal evaluation purposes. Only written changes issued by proposers to Fresno COG are authorized and binding.

E. Rejection of Proposals

Failure to meet the requirements for the request for proposals will be cause for rejection of the proposal. Fresno COG may reject any proposal if it is conditional, incomplete, or contains irregularities or inordinately high cost rates. Fresno COG may waive an immaterial deviation in a proposal. Waiver of an immaterial deviation shall in

no way modify the Request for Proposals document or excuse the proposer from full compliance with the contract requirements if the proposer is awarded the contract.

VIII. CONSULTANT SELECTION

All consultant proposals submitted in response to this request will be screened by a selection committee comprised of Fresno COG staff and valley partners. Based on the interviews and/or evaluations, the selection committee will make a recommendation to the Fresno COG Policy Board. **The section committee reserves the right to make a final selection without an interview.**

The actual award of the contract will be by the Fresno COG Policy Board (tentatively set for the January 29, 2015 meeting). Proposal opening does not constitute the awarding of a contract. The contract is not in force until it is awarded by Fresno COG and executed by the Fresno COG designees.

IX. PROPOSER OBJECTIONS

A proposer may object to any of the terms or provisions set forth in the RFP's Scope of Work or to the selection of a particular proposer on the grounds that Fresno COG's procedures, the provisions of this RFP, or applicable provisions of federal, state, or local law have been violated or inaccurately or inappropriately applied by submitting Fresno COG a written explanation of the basis for the objection. Deadlines for submittal of objections are:

- No later than two weeks prior to the date proposals are due, for objections to RFP provisions; or
- Within three working days after the date on which contract award is authorized or the date the proposer is notified that it was not selected, whichever is later, for objections to proposer selection.

If the proposer does not state any objections, Fresno COG will assume that the RFP scope of services are acceptable to the proposer and have been fully factored into its response. If the proposer intends to negotiate with Fresno COG concerning any part of the San Joaquin Valley Blueprint Roadmap scope of services that the proposer finds objectionable, the proposer must provide specific language in its response that will address or cure its objections.

X. FRESNO COG RIGHTS

Fresno COG may investigate the qualifications of any proposer under consideration, require confirmation of information furnished by a proposer, and require additional evidence of qualifications to perform the work described in this RFP.

Fresno COG reserves the right to:

1. Reject any or all of the proposals if it deems such action is in the public interest;
2. Issue subsequent Requests for Proposals;
3. Cancel the entire Request for Proposal;
4. Remedy technical errors in the Request for Proposals process;
5. Appoint an evaluation committee to review the proposals;
6. Seek the assistance of outside technical experts in proposal evaluation;
7. Approve or disapprove the use of particular subcontractors;
8. Establish a short list of proposers eligible for interviews after review of written proposals;
9. Negotiate with some, all, or none of the respondents to the RFP;
10. Solicit best and final offers from all or some of the proposers;
11. Award a contract to one or more proposers;
12. Accept an offer other than the lowest price offer; and
13. Waive informalities and irregularities in proposals and the bid process.

This RFP does not commit Fresno COG to enter into a contract, nor does it obligate Fresno COG to pay for any costs incurred in preparation and submission of proposals or in anticipation of a contract. All proposals will be subject to public disclosure as required by the California Public Records Act.

Fresno COG reserves the right to investigate the qualifications of all firms under consideration to confirm any part of the information furnished by a proposer, or to require other evidence of managerial, financial, or other capabilities which are considered necessary for the successful performance of the contract.

XI. RFP QUESTIONS

All questions on the RFP should be submitted in writing by November 28, 2014 at 5:00 p.m. PT to:

Attn: Rob Terry, Principal Regional Planner
Fresno Council of Governments
2035 Tulare Street, Suite 201
Fresno, CA 93721
rterry@fresnocog.org

All questions and answers will be posted on the Fresno COG website at:
www.fresnocog.org

Attachment A

TITLE VI ASSURANCE

The Fresno Council of Governments, in accordance with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000d-4 and Title 49, Code of Federal Regulations, department of Transportation, Subtitle A, Office of the Secretary, Part 21 Nondiscrimination in Federally Assisted Programs of the Department of Transportation issued pursuant to such Act, hereby notifies all bidders that it will affirmatively insure that in any contract entered into pursuant to this advertisement, minority businesses enterprises will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or nation origin in consideration of an award.

Attachment B

DBE/WBE BIDDERS LISTING

Bidders Listing

Name of Firm	Address	Project Budget \$\$	DBE Status Yes/No	Age of Firm	Annual Gross Receipts

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TOTAL BUDGET \$

1. All contractors/subcontractors bidding on the project must provide the requested information.
2. Bidders claiming DBE status must attach a copy of a current Certification issued pursuant to 49 CFR Part 26.
3. Bidders claiming DBE status must attach written affirmation that they will participate in the project.
4. Each bidder must designate of Gross Annual Receipts are greater than or equal to \$750,000.

Attachment C

BUDGET AND COST SCHEDULE TEMPLATE

	<i>(Name)</i>		<i>(Name)</i>		<i>(Name)</i>			
	<i>(Role)</i>		<i>(Role)</i>		<i>(Role)</i>			
TASKS	<i>(Hourly Billing Rate)</i>		<i>(Hourly Billing Rate)</i>		<i>(Hourly Billing Rate)</i>		Total Task Hours	Total Task Cost
Task	Hours	Cost	Hours	Cost	Hours	Cost		
Tasks Subtotal								

DIRECT COSTS

Direct Cost		Amount
Direct Costs Subtotal		

SUBCONSULTANTS

Subconsultants		Total Cost
Subconsultants Subtotal		

PROPOSAL GRAND TOTAL		
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Attachment D

The hypothetical cost format example given below is to illustrate required components of the cost proposal only, and may have to be tailored to fit individual cost structures.

HYPOTHETICAL COST ESTIMATE

Table 1.- Direct cost by Task

Cost Items	Task 1	Task 2	Task 3	Total
1. Direct Labor	3,700	17,053	5,502	26,255
2. Overhead (___% of Line 1)	1,480	6,821	2,201	10,502
Total Salary Burden	5,180	23,874	7,703	36,757
3. Direct Expenses				
Telephone/FAX	35	28	15	78
Postage/Shipping	12	8	35	55
Graphics/Printing	11	11	75	97
Travel	350		500	850
Misc.	45	45	45	135
Total Direct Expenses	453	92	670	1,215
4. Subconsultant Fees *	4,244	22,276	2,726	29,246
5. Fixed Fee (___% of Lines 1,2,3)	764	1,524	1,132	3,420
Total	10,640	47,766	12,231	70,638 70,638

Table 2 - Project Task Costs by Key Personnel

Task No. and Description	Key Staff #1	Key Staff #2	Staff Support	Total Hours
Task 1. Establish Parameters	25	75		100

Task 3. Data Collection and Analysis		400	250	650
Task 4. Final Report and Presentation	15	50	175	240
Total Hours	40	525	425	990
Billing Rate	\$75.00	\$44.06	\$25.00	
Memo Total	3,000	23,132	10,625	36,757

* Subconsultants must provide required cost components found in Tables 1 & 2