

The Michigan Department of Transportation (MDOT) is seeking professional services for the project contained in the attached scope of services.

If your firm is interested in providing services, please indicate your interest by submitting a Proposal, Proposal/Bid Sheet or Bid Sheet as indicated below. The documents must be submitted in accordance with the latest "Consultant/Vendor Selection Guidelines for Service Contracts" and "Guideline for Completing a Low Bid Sheet(s)", if a low bid is involved as part of the selection process. **Referenced Guidelines are available on MDOT's website under Doing Business > Vendor/Consultant Services > Vendor/Consultant Selections.**

## RFP SPECIFIC INFORMATION

BUREAU OF HIGHWAYS       BUREAU OF TRANSPORTATION PLANNING \*\*       OTHER

THE SERVICE WAS POSTED ON THE ANTICIPATED QUARTERLY REQUESTS FOR PROPOSALS

NO       YES      DATED \_\_\_\_\_ THROUGH \_\_\_\_\_

<input type="checkbox"/> <b>Prequalified Services</b> – See page ___ of the attached Scope of Services for required Prequalification Classifications.	<input checked="" type="checkbox"/> <b>Non-Prequalified Services</b> - If selected, the vendor must make sure that current financial information, including labor rates, overhead computations, and financial statements, if overhead is not audited, is on file with MDOT's Office of Commission Audits. This information must be on file for the prime vendor and all sub vendors so that the contract will not be delayed. <b>(Form 5100J Required with Proposal)</b>
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**Qualifications Based Selection** – Use Consultant/Vendor Selection Guidelines

**For all Qualifications Based Selections**, the section team will review the information submitted and will select the firm considered most qualified to perform the services based on the proposals. The selected vendor will be contacted to confirm capacity. Upon confirmation, that firm will be asked to prepare a priced proposal. Negotiations will be conducted with the firm selected.

**\*\*For RFP's that originate in Bureau of Transportation Planning only**, a priced proposal must be submitted at the same time as, but separate from, the proposal. Submit directly to the Contract Administrator/Selection Specialist, Bureau of Transportation Planning (see address list, page 2). The priced proposal must be submitted in a sealed envelope, clearly marked "**PRICE PROPOSAL.**" The vendor's name and return address **MUST** be on the front of the envelope. The priced proposal will only be opened for the highest scoring proposal. Unopened priced proposals will be returned to the unselected vendor(s). Failure to comply with this procedure may result in your priced proposal being opened erroneously by the mail room.

**For a cost plus fixed fee contract**, the selected vendor must have a cost accounting system to support a cost plus fixed fee contract. This type of system has a job-order cost accounting system for the recording and accumulation of costs incurred under its contracts. Each project is assigned a job number so that costs may be segregated and accumulated in the vendor's job-order accounting system.

**Qualifications Review / Low Bid** - Use Consultant/Vendor Selection Guidelines. See Bid Sheet Instructions for additional information.

For Qualification Review/Low Bid selections, the selection team will review the proposals submitted and post the date of the bid opening on the MDOT website. The notification will be posted at least two business days prior to the bid opening. Only bids from vendors that meet proposal requirements will be opened. The vendor with the lowest bid will be selected. The selected vendor may be contacted to confirm capacity.

**Best Value** - Use Consultant/Vendor Selection Guidelines. See Bid Sheet Instructions below for additional information. The bid amount is a component of the total proposal score, not the determining factor of the selection.

**Low Bid** (no qualifications review required - no proposal required.) See Bid Sheet Instructions below for additional instructions.

## BID SHEET INSTRUCTIONS

A bid sheet(s) must be submitted in accordance with the "Guideline for Completing a Low Bid Sheet(s)" (available on MDOT's website). The Bid Sheet(s) is located at the end of the Scope of Services. Submit bid sheet(s) separate from the proposal, to the address indicated below. The bid sheet(s) must be submitted in a sealed manila envelope, clearly marked "**SEALED BID.**" The vendor's name and return address **MUST** be on the front of the envelope. Failure to comply with this procedure may result in your bid being opened erroneously by the mail room and the bid being rejected from consideration.

**PROPOSAL SUBMITTAL INFORMATION**

REQUIRED NUMBER OF COPIES FOR PROJECT MANAGER 8	PROPOSAL/BID DUE DATE 10/14/09	TIME DUE 12:00 pm
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**PROPOSAL AND BID SHEET MAILING ADDRESSES**

Mail the multiple proposal bundle to the MDOT Project Manager or Other indicated below.

- MDOT Project Manager  MDOT Other

Office of High Speed Rail and Innovative Project  
Advancement  
425 W. Ottawa  
P.O. Box 30050 Lansing, Michigan 48909

Mail one additional stapled copy of the proposal to the Lansing Office indicated below.

**Lansing Regular Mail****OR****Lansing Overnight Mail**

- Secretary, Contract Services Div - B470  
Michigan Department of Transportation  
PO Box 30050  
Lansing, MI 48909

Secretary, Contract Services Div - B470  
Michigan Department of Transportation  
425 W. Ottawa  
Lansing, MI 48933

- Contract Administrator/Selection Specialist  
Bureau of Transportation Planning B470  
Michigan Department of Transportation  
PO Box 30050  
Lansing, MI 48909

Contract Administrator/Selection Specialist  
Bureau of Transportation Planning B470  
Michigan Department of Transportation  
425 W. Ottawa  
Lansing, MI 48933

**GENERAL INFORMATION**

Any questions relative to the scope of services must be submitted by e-mail to the MDOT Project Manager. Questions must be received by the Project Manager at least four (4) working days prior to the due date and time specified above. All questions and answers will be placed on the MDOT website as soon as possible after receipt of the questions, and at least three (3) days prior to the RFP due date deadline. The names of vendors submitting questions will not be disclosed.

MDOT is an equal opportunity employer and MDOT DBE firms are encouraged to apply. The participating DBE firm, as currently certified by MDOT's Office of Equal Opportunity, shall be listed in the Proposal

**MDOT FORMS REQUIRED AS PART OF PROPOSAL SUBMISSION**

- 5100D** – Request for Proposal Cover Sheet
- 5100G** – Certification of Availability of Key Personnel
- 5100I** – Conflict of Interest Statement
- 5100J** - Consultant Data and Signature Sheet (Required only for Non-Prequalified Work)

(These forms are not included in the proposal maximum page count.)

## **Notification**

### **ARRA MONTHLY EMPLOYMENT REPORTS**

**Note: This Notification is only applicable for those projects/contracts funded with ARRA funds. If you have questions, please contact MDOT Contract Services Division at (517) 335-0071.**

The American Recovery and Reinvestment Act of 2009 (ARRA), requires states receiving stimulus funds for highway projects to provide monthly reports to the Federal Highway Administration (FHWA) regarding the number of employees of prime contractors, all-tier subcontractors and consultants on ARRA funded projects.

The cost for complying with this Notification must be borne by the prime contractor, and all-tiers of subcontractors and consultants, as part of their overhead and is deemed to be included in the payments made under this contract.

Within 10 days after the end of each month in which work is performed on this contract, all prime contractors, and all-tier subcontractors and consultants, must provide the Engineer a monthly report, in a format and on forms approved by the Engineer, which shall include, for work performed in that preceding month:

- The total number of employees who performed work on this contract
- The total number of hours worked by employees who performed work on this contract
- The total wages of employees who performed work on this contract

In addition, the prime contractor must provide a total payment amount made to any subcontractor who is a certified DBE in that preceding month.

This Notification shall be included as a part of each subcontract executed by the prime contractor, and all-tiers of subcontractors and consultants.

If necessary to conform to guidance provided by FHWA concerning the ARRA reporting requirements, the prime contractor, and all-tiers of subcontractors and consultants will revise their reporting as directed by the Engineer.

**Failure to comply with the reporting requirements under ARRA would jeopardize the Department's continued receipt of ARRA funding.**

**Accordingly, if a contractor or any-tier of subcontractor or consultant fails to comply with this Notification, the Department may withhold contract payments until compliance is achieved. If the Department is compelled to incur costs because of such a breach, the amount of those costs may be deducted from payments otherwise to be made under this contract. Additional sanctions may include reduction or elimination of prequalification ratings and removal of bidding privileges.**

**NOTIFICATION**  
**REQUIRED CONTRACT PROVISIONS TO IMPLEMENT AMERICAN**  
**RECOVERY AND REINVESTMENT ACT (ARRA) SECTIONS 902 AND 1515**

**Note: This Notification is only applicable for those projects/contracts funded with ARRA funds. If you have questions, please contact MDOT Contract Services Division at (517) 335-0071.**

In accordance with requirements under section 902 of the American Recovery and Reinvestment Act of 2009 (ARRA), the following language is made a part of this contract and is to be made a part of all tier subcontracts or consultant contracts:

The U.S. Comptroller General and his representatives have the authority:

- (1) to examine any records of the contractor or any of its subcontractors, or any State or local agency administering such contract, that directly pertain to, and involve transactions relating to, the contract or subcontract; and
- (2) to interview any officer or employee of the contractor or any of its subcontractors, or of any State or local government agency administering the contract, regarding such transactions.

The Comptroller General and his representatives have the authority and rights provided under Section 902 of the ARRA with respect to this contract. As provided in section 902, nothing in section 902 shall be interpreted to limit or restrict in any way any existing authority of the Comptroller General.

In accordance with the requirements of section 1515(a) of the ARRA any representatives of the Inspector General have the authority:

- (1) to examine any records of the contractor or grantee, any of its subcontractors or subgrantees, or any State or local agency administering such contract, that pertain to, and involve transactions relating to the contract, subcontract, grant, or subgrant; and
- (2) to interview any officer or employee of the contractor, grantee, subgrantee or agency regarding such transactions.

Nothing set forth in section 1515 of the ARRA shall be interpreted to limit or restrict in any way any existing authority of an inspector general.

**Michigan Department of Transportation**

**SCOPE OF SERVICE**

**For**

**SPECIALTY SERVICES**

Comprehensive Traffic and Toll Revenue Study for the  
Detroit River International Crossing Project  
Forecast Refresh and Update or Review and Evaluate  
*Best Value Selection*

**CONTROL SECTION:** 82194

**JOB NUMBER:** 108202C

**PROJECT LOCATION:** Wayne County, Michigan

**DESCRIPTION OF WORK**

The Michigan Department of Transportation (MDOT) seeks a qualified firm to refresh and update or review and evaluate the current draft study conducted on the traffic, demand and revenue potential for the Detroit River International Border Crossing (DRIC) to be located between Windsor, Ontario and Detroit, Wayne County, Michigan. This forecast refresh/review is to be at the Comprehensive Traffic and Toll Revenue Study level of work.

This work must be completed on an accelerated schedule.

**ANTICIPATED SERVICE START DATE:** November 6, 2009

**ANTICIPATED SERVICE COMPLETION DATE:** June 30, 2010

\*With significant completion by December 15, 2009.

**PRIMARY PREQUALIFICATION CLASSIFICATION(S):**

N/A

**SECONDARY PREQUALIFICATION CLASSIFICATION(S):**

N/A

**DBE REQUIREMENT:** N/A

**MDOT PROJECT MANAGER**

Brenda Chapman

Office of High Speed Rail and Innovative Project Advancement

425 W. Ottawa Street

P.O. Box 30050

Lansing, MI 48909

Phone: (517) 335-2383

e-mail: [chapmanb@michigan.gov](mailto:chapmanb@michigan.gov)

The Consultant shall contact the Project Manager prior to beginning any work on this project.

## **Scoring Criteria and Priced Proposal Submission Information - Best Value**

### **SCORING (150 Points)**

#### Proposed Selection Criteria and Total Possible Points

1. **Understanding of Services: 35 Points.**  
The proposal will be evaluated on the level of understanding of the scope of services as presented in this RFP. The Consultant will also be evaluated on their approach to achieving the goals of the project, the comprehensiveness and cohesiveness of the proposed approach, use of industry-standard technology and techniques to be used to best deliver accurate and reliable traffic and revenue data within the timeframes of the RFP. **Points will be given for proposals that clearly demonstrate that the Consultant can deliver the product in the time allowed.**
  
2. **Qualifications of Team: 20 Points.**  
The professional personnel will be evaluated on their ability to meet the terms of the RFP relative to having the qualifications needed to successfully complete the project. **Consultant should demonstrate expertise and experience with the analytic tools and methods required for an investment grade study.** The score will be based on education and overall experience of the individual professional personnel assigned to the project, as specified in the proposal, including Sub-consultants, as stated in their attached resumes. The professional personnel who work on the project must be the same individuals identified in the proposal.
  
3. **Relevant Past Performance: 25 Points.**  
The proposals will be evaluated based on demonstrated prior experience on similar projects and/or work experience applicable to this scope of services. **The consultant should demonstrate their proven success with producing investment grade studies which were acceptable to the investor community, Wall Street underwriters and rating agencies.** The Consultant should include only the experience of personnel assigned to this project and their roles should be clearly stated, as well as each person's time dedicated to the project. Includes the prospective Consultant's experience working in a cooperative team environment with other Consultants and public agencies. References of Consultant and Sub-consultants will be checked.

4. **Location: 5 Points.**

The Consultant selection criteria will include a consideration of the amount of work that will be performed in Michigan, following the MDOT standard listed here:

<b><u>Percentage of Work to be done in Michigan</u></b>	<b><u>Score</u></b>
95% to 100%	5
80% to 94%	4
50% to 79%	3
25% to 49%	2
10% to 24%	1
Less than 10%	0

5. **Price: 40 Points.**

The total price of the proposal will be scored based on a pro rated scale of lowest price to bid price, applied to the 40 points.

6. **Interview and Presentation: 25 Points.**

The top three scoring consultants (based on scores of 1 – 5 above) may be invited to an interview and to provide a presentation to the MDOT selection team. Scores from the interview and presentation will be added to the previous proposal scores. If an interview and presentation are not held, then no points will be assigned, and the scores will be based on 125 points,

The top scoring Consultant will be awarded the contract.

**Total Points: 150 Points.**

The Selection Team may cancel the Request for Proposals or reject proposals at any time prior to an award, and is not required to furnish a statement of the reason why a particular proposal was not selected. The Selection Team may also request that key tasks of the study be deleted or added to match budgetary objectives.

Awards are contingent on availability of funds.

**SUBMITTING PRICED PROPOSAL**

Disregard instructions concerning submission of priced proposals and Bid Sheets found on MDOT Form 5100H.

The Bid Sheets associated with this RFP are attached and should be submitted in a separate, sealed envelop to the MDOT Project Manager, at the address above. The sealed bids should be clearly marked as such and are due at the same time and date as the proposal, which is found on page 2 of MDOT Form 5100H.

## **SCOPE OF SERVICES**

The Department reserves the right to authorize additional work on this contract, or to re-bid if additional work is necessary. This will be determined at the discretion of MDOT. In order to qualify for selection, firms must clearly demonstrate extensive experience with issuing investment grade traffic and revenue studies that have been rated by Wall Street recognized credit rating agencies.

Successful firm must clearly demonstrate their ability to meet MDOT's compressed timeline.

### **Task 1:**

Refresh and update or review and evaluate the existing traffic and revenue data previously collected and analyzed for the DRIC project. This refresh/review is meant to update the draft Comprehensive Traffic and Toll Revenue Study provided to Transport Canada in January, 2009, with any new or revised traffic and economic information that may have arisen during this interim period. The previous study and the methodologies used and assessments made will only be made available to the selected Consultant after award.

Meet compressed dead line. Consultant needs to refresh existing data and complete all other work necessary to issue a written Comprehensive Traffic and Revenue Study for the DRIC project within 30 days of award.

### **Deliverables:**

Final Report on the Comprehensive Traffic and Revenue Study for the DRIC project, completed to the standards and requirements necessary to be accepted by the investor community, Wall Street underwriters and rating agencies such as Moody's, Standard and Poor's and Fitch Investor Services.

\* THE DUE DATE FOR THIS DELIVERABLE IS DECEMBER 15, 2009.

### **Task 2:**

Additional work as may be authorized at the discretion of the Department.

## **CONSULTANT RESPONSIBILITIES**

Consultant responsibilities include project administration, planning for arranging and attending meetings with MDOT staff, timely preparation and delivery of all copies of draft and final Comprehensive Traffic and Revenue Study of the DRIC Project.

**Meetings:** Arrange and conduct conferences and meetings as required to carry out the services or as may be required by the Project Manager. Meetings will be held in the Lansing area or via conference call if agreeable to the Project Manager.

**Progress Reports:** Provide detailed progress reports on a weekly basis, to be received by PM. Progress reports will include staff time by task.

**Progress Schedule:** Notify the Project Manager of any events that may effect the time critical due date.

**Staffing:** Allocate to this project, sufficient staff at adequate experience levels sufficient to meet the extraordinary requirements of this engagement. Make appropriate staff assignments. Consultant needs to demonstrate in their RFP that the Project Manager and other key staff assigned to this engagement have experience on projects that were acceptable to the investor community, wall street underwriters and rating agencies such as Moody's, Standard and Poor's and Fitch Investment Services.

**Staff Reductions:** Withdraw any personnel or halt any services no longer required, at the request of the Department, or within a reasonable time after the lack of need becomes apparent to the Consultant or the Project Manager.

**Changes in Key Staff:** Consultant will notify Project Manager of any changes in key staff. Project Manager has the right to approve or disapprove replacements in key staff.

**Reports/Deliverables:** Consultant will provide printed copies of reports/deliverables as required for meetings with MDOT. Consultant will provide hard copies and electronic copies of the draft and final report in sufficient time for MDOT review.

### **EVALUATION AND SELECTION PROCESS**

**Evaluation:** Proposals will be evaluated and scored using the MDOT Consultant selection process, best value method.

#### **Scoring:**

**Scoring will be based on Task 1 only.**

Each proposal should include a narrative response to evaluation and selection criteria for items 1 – 4. (Items 1 – 4 are described in detail on pages 2 - 3.)

1.	Understanding of Services	35 Points
2.	Qualifications of Team	20 Points
3.	Relevant Past Performance	25 Points
4.	Location	5 Points
5.	Price	<u>40 Points</u>
		<u>125 Points</u>
6.	Interview and Presentation	<u>25 Points</u>

**Total Possible Points** **150 Points**

#### **Selection:**

The Selection Team will consist of representatives from MDOT and the DRIC Partnership.

#### **Interview and Presentation:**

The top scoring Consultants may be invited give a presentation to the MDOT selection team. It may be determined that an interview and presentation are not necessary after a

complete review of the proposals submitted, and at the discretion of the MDOT Project Manager.

The interview and presentation will provide an opportunity for the Consultant to discuss in more detail their qualifications, past experience, and proposed work plan. The interview and presentation will consist of the Consultant's 30 minute presentation with an additional 45 minutes for questions, answers and discussion. Introductions of the Consultant Team and MDOT Selection Team will not count toward the Consultant's 30 minute limit. Audiovisual aids may be used during the interviews, but the Consultant is responsible for all materials and equipment. The presentation must be given by the project manager listed in the proposal and the main technical staff listed in the proposal. Both project manager and main technical staff need to be present at the interview for questions/answer and discussion.

It is anticipated that interviews/presentations if needed, will be held on Monday, October 19, 2009, pending department approval of the Consultants to be invited. Consultants approved for an interview/presentation will be notified directly by the Project Manager to finalize the time of interview.

Scores from the interview/presentation will be added to the previous scores. The Consultant receiving the highest combined score will be awarded the contract

### **PROPOSAL SUBMITTALS AND REQUIREMENTS**

Consultants are requested to submit at least 8 original copies of the proposal and all attachments.

The proposal should have at a minimum the following sections and information:

Cover Letter - Addressing the firm's general background and expertise, its ability to complete the project within the time frame and assurance of the availability of staff resources.

Work Plan – Provide a detailed description of specific activities, timelines and deliverables that will be provided for each of the Tasks listed in the “Scope of Services” section.

Evaluation and Selection Process – A detailed narrative response to selection criteria 1-4 listed in the “Evaluation and Selection Process” section.

Project Management Plan – A project management plan shall document the procedures and processes that are in effect to provide timely information to the project decision makers to effectively manage the scope, costs, schedules, and quality of, and the Federal requirements applicable to, the project; and the role of the agency leadership and management team in the delivery of the project.

Contact Person: Provide the name, postal address, e-mail address, telephone and fax number of the lead person authorized to enter into a contractual agreement and answer questions related to the proposal.

**CONSULTANT PAYMENT SCHEDULE AND INVOICING – LOADED HOURLY RATE**

Compensation for this project shall be on a **loaded hourly rate** basis. This basis of payment typically includes an estimate of labor hours by classification or employee, and a “loaded” rate which includes an hourly labor rate, applied overhead, and fixed fee by classification or employee. In addition, other direct costs and subconsultant costs may be proposed and authorized, if necessary.

All billings for services must be directed to the MDOT Project Manager.

Payment to the Consultant for services rendered shall not exceed the maximum amount unless an increase is approved in accordance with the contract with the Consultant. Typically, billings must be submitted within 60 days after the completion of services for the current billing. The final billing must be received within 60 days of the completion of services. Refer to your contract for your specific contract terms.

Direct expenses, if applicable, will not be paid in excess of that allowed by the Department for its own employees in accordance with the State of Michigan’s Standardized Travel Regulations. Supporting documentation must be submitted with the billing for all eligible expenses on the project. The only hours that will be considered allowable charges for this contract are those that are directly attributable to the activities of this project.

The Consultant will not be reimbursed for costs associated with correcting errors or omissions by the Consultant.

**CONTRACT SCHEDULE**

The contract is anticipated to begin November 6, 2009, with completion of the Task 1 Deliverable within approximately 30 days. If a contract is entered into as a result of this RFP, it will include all necessary services as required in the Scope of Work.

RFP due date	October 14, 2009
Interview and Presentations	October 19, 2009
Consultant Selection	October 20, 2009
Contract Issued	November 6, 2009
Contract Substantially Complete	December 15, 2009

**CONFLICT OF INTEREST AND OTHER CONDITIONS OF CONSULTANT CONTRACT**

Consultants are advised that due to the public nature of this process, the commitment required for the Consultant to maintain objectivity, and the necessity to abstain from financial influence, the Prime Consultant and any Subconsultants will not be allowed to participate or join any future potential construction contractors or consultants, including

but not limited to, a potential Concessionaire, the Detroit International Bridge Company (DIBC), and the City of Detroit.

The Consultant agrees that it and its affiliates will not have and will not acquire, either directly or indirectly, any public or private interest in connection with the project that would conflict or appear to conflict in any manner with the performance of the services under this Contract. "Affiliate" means a corporate entity linked to the Consultant through common ownership. The Consultant agrees that it and its affiliates will not provide any services to a contractor or any entity that may have an adversarial interest in a project for which it has provided services to the Department. The Consultant and its affiliates agree to disclose to the Department all other interests that the Consultant or Sub-Consultants have or contemplate having during each phase of the project. The phases of the project include, but are not limited to planning, scoping, early preliminary engineering, design, and construction. In all situations, the Department will determine if a conflict of interest exists. If the Department determines that a conflict of interest exists, it will inform the Consultant (and its affiliates). If the Consultant and its affiliates choose to retain the interest constituting the conflict, the Department may terminate the Contract for cause.

The DRIC project encompasses an international border crossing and protective security measures will be required. It is expected that the Consultant, Sub-Consultants, and all personnel performing the work, will be committed to fully comply with all provisions required. The selected Consultant will be informed of these protective security requirements upon notification of selection.

In addition to work products described in the RFP, all reports prepared by the Consultant, including all graphics and texts, as instruments of service, and all data collected as part of this project or furnished by MDOT, together with all computer generated disks, tapes, summaries, and charts derived there from, are all property of MDOT. All materials will be delivered in an electronic format that is useful to all parties.

# BID SHEET

## COMPREHENSIVE TRAFFIC AND TOLL REVENUE STUDY FOR THE DETROIT RIVER INTERNATIONAL CROSSING PROJECT

PRIME CONSULTANT NAME  
FEDERAL ID #

### DIRECT LABOR:

<u>Individual Employee Classification</u>	<u>Person Hours</u>	x	<u>Loaded Hourly Rate</u>	=	<u>Labor Costs</u>
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Total Hours \_\_\_\_\_ Total Labor \$ \_\_\_\_\_

**TOTAL Direct Expenses:** \$ \_\_\_\_\_  
(A breakdown of individual costs for this category is not necessary at this time)

**SUBCONSULTANT FEES** Total Sub Consultant Costs \$ \_\_\_\_\_

**TOTAL PROPOSED COSTS** \$ \_\_\_\_\_

# BID SHEET

## COMPREHENSIVE TRAFFIC AND TOLL REVENUE STUDY FOR THE DETROIT RIVER INTERNATIONAL CROSSING PROJECT

SUBCONSULTANT NAME

FEDERAL ID #

\*complete a separate form for each subconsultant

### DIRECT LABOR:

Individual Employee Classification	Person Hours	x	Loaded Hourly Rate	=	Labor Costs
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Total Hours \_\_\_\_\_ Total Labor \$ \_\_\_\_\_

**TOTAL Direct Expenses:** \$ \_\_\_\_\_  
(A breakdown of individual costs for this category is not necessary at this time)

**SUBCONSULTANT A FEES** Total Subconsultant A Cost \$ \_\_\_\_\_