

**AGREEMENT WITH ROBERT D. NIEHAUS, INC. TO PROVIDE LONG-TERM
FINANCIAL PLANNING AND WATER RATE STUDY FOR THE WATER AND
SEWER ENTERPRISES**

THIS AGREEMENT is made and entered into on this 20th day of May, 2025 by and between Robert D. Niehaus, Inc. ("Consultant"), and the City of Santa Ana, a charter city and municipal corporation organized and existing under the Constitution and laws of the State of California ("City").

RECITALS

- A. On January 30, 2025, the City issued Request for Proposals No. 25-013, by which it sought a Consultant to perform long-term financial planning and water rate study services for the City's water and sewer enterprises.
- B. Consultant submitted a responsive proposal that was selected by the City. Consultant presents that it is able and willing to provide the services described in the scope of work that was included in RFP 25-013.
- C. In undertaking the performance of this Agreement, Consultant represents that it is knowledgeable in its field and that any services performed by Consultant under this Agreement will be performed in compliance with such standards as may reasonably be expected from a professional consulting firm in the field.

NOW THEREFORE, in consideration of the mutual and respective promises, and subject to the terms and conditions hereinafter set forth, the parties agree as follows:

1. SCOPE OF SERVICES

Consultant shall perform the services described in the scope of work that was included in RFP No. 25-013, which is attached as **Exhibit A** and incorporated in full.

2. COMPENSATION

- a. City neither warrants nor guarantees any minimum or maximum compensation to Consultant under this Agreement. Consultant shall be paid only for actual services performed under this Agreement at the rates and charges identified in **Exhibit B**. The total amount to be expended during the term of this Agreement under RFP 25-013 shall not exceed One Hundred and Thirty Thousand, Eight Hundred and Fifty Dollars (**\$130,850**), including any extension periods.
- b. Payment by City shall be made within forty-five (45) days following receipt of proper invoice evidencing work performed, subject to City accounting procedures. Payment need not be made for work which fails to meet the standards of performance set forth in the Recitals which may reasonably be expected by City.

3. TERM

This Agreement shall commence on 20th day of May, 2025 for one three-year term, unless terminated earlier in accordance with Section 15, below. The term of this Agreement may be extended for up to two (2), one-year periods upon a writing executed by the City Manager and City Attorney.

4. INDEPENDENT CONSULTANT

Consultant shall, during the entire term of this Agreement, be construed to be an independent Consultant and not an employee of the City. This Agreement is not intended nor shall it be construed to create an employer-employee relationship, a joint venture relationship, or to allow the City to exercise discretion or control over the professional manner in which Consultant performs the services which are the subject matter of this Agreement; however, the services to be provided by Consultant shall be provided in a manner consistent with all applicable standards and regulations governing such services. Consultant shall pay all salaries and wages, employer's social security taxes, unemployment insurance and similar taxes relating to employees and shall be responsible for all applicable withholding taxes.

5. OWNERSHIP OF MATERIALS

This Agreement creates a non-exclusive and perpetual license for City to copy, use, modify, reuse, or sublicense any and all copyrights, designs, and other intellectual property embodied in plans, specifications, studies, drawings, estimates, and other documents or works of authorship fixed in any tangible medium of expression, including but not limited to, physical drawings or data magnetically or otherwise recorded on computer diskettes, which are prepared or caused to be prepared by Consultant under this Agreement ("Documents & Data"). Consultant shall require all subconsultants to agree in writing that City is granted a non-exclusive and perpetual license for any Documents & Data the subconsultant prepares under this Agreement. Consultant represents and warrants that Consultant has the legal right to license any and all Documents & Data. Consultant makes no such representation and warranty in regard to Documents & Data which were provided to Consultant by the City. City shall not be limited in any way in its use of the Documents and Data at any time, provided that any such use not within the purposes intended by this Agreement shall be at City's sole risk.

6. INSURANCE

Prior to undertaking performance of work under this Agreement, Consultant shall maintain and shall require any subcontractors to obtain and maintain insurance as described below for the entire Term of this Agreement against claims for injuries to persons or damage to property which may arise from or in connection with services, products and materials supplied to City. Total cost of such insurance shall be borne by Consultant.

MINIMUM SCOPE AND LIMIT OF INSURANCE

1. **Commercial General Liability (CGL):** Insurance Services Office Form CG 00 01 covering CGL on an “occurrence” basis, including products and completed operations, property damage, bodily injury and personal & advertising injury with limits no less than \$1,000,000 per occurrence and \$2,000,000 aggregate. Required policy limits can be met with primary and umbrella/excess insurance policies.
2. **Automobile Liability:** Insurance Services Office Form CA 00 01 covering Code 1 (any auto), with limits no less than \$1,000,000 combined single limits. In the event Consultant does not maintain commercial automobile liability insurance, City will accept evidence of personal automobile insurance.
3. **Workers’ Compensation:** as required by the State of California, with Statutory Limits, and Employer’s Liability Insurance with limit of no less than \$1,000,000 per accident, policy or employee, for bodily injury or disease. Coverage is not required if Consultant has no employees and signs request to waive such insurance.
4. **Professional Liability Insurance:** with limits no less than \$1,000,000 per occurrence or claim, and \$2,000,000 aggregate.

If Consultant maintains broader coverage and/or higher limits than the minimum requirements for each line of coverage shown above, City requires and shall be entitled to the broader coverage and/or the higher limits maintained by Consultant. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to City.

Other Insurance Provisions

The above required insurance policies are to contain or be endorsed to contain the following provisions:

1. City, its City Council, its officers, officials, employees, agents, and volunteers are to be covered as additional insureds, under Consultant’s CGL, Professional Liability, and Automobile Liability policies, with respect to any liability arising out of work or operations performed by or on behalf of the Instructor including materials, parts, equipment, and personnel furnished in connection with such work or operations.
2. Consultant’s Insurance company(ies) agrees to waive all rights of subrogation against City, its City Council, its officers, officials, employees, agents, and volunteers for losses paid under the terms of any policy which arise from work performed by Consultant under this Agreement.
3. For any claims related to this contract, Consultant’s insurance coverage shall be primary and any insurance maintained by City, its City Council, its officers, officials, employees, agents, or volunteers shall not contribute with it.
4. A severability of interest provision must apply for all the additional insureds, ensuring that Consultant’s insurance shall apply separately to each insured against whom a claim is made or suit is brought, except with respect to the insurer’s limits of liability.

5. Insurance policies required herein shall provide that coverage shall not be canceled, suspended, voided, reduced in coverage or in limits, non-renewed by the carrier, or materially changed except after thirty (30) days prior written notice has been given to City. Ten (10) days prior written notice shall be provided to City for policy cancellation or non-renewal due to non-payment of premium.
6. Certificate Holder on each Evidence of Insurance certificate shall be: City of Santa Ana, Attention: Leif Lovegren, 215 S. Center Street, Santa Ana, CA 92703. The name and location of project must be included in the Description of Operations section of each certificate.

Self-Insured Retentions

Self-insured retentions must be declared to and approved by the City. The City may require the Consultant to purchase coverage with a lower retention or provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention.

Acceptability of Insurers

Insurance is to be placed with insurers authorized to conduct business in the State of California with a current A.M. Best rating of no less than A:VII, unless otherwise acceptable to City.

Verification of Coverage

Consultant shall furnish City with original Certificates of Insurance including all required amendatory endorsements (or copies of the applicable policy language effecting coverage required by this clause) and a copy of the Declarations and Endorsement Page of the CGL policy listing all policy endorsements before work begins. However, failure to obtain the required documents prior to the work beginning shall not waive Consultant's obligation to provide them.

City reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

Special Risks or Circumstances

City reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

7. INDEMNIFICATION

Consultant agrees to defend, and shall indemnify and hold harmless the City, its officers, agents, employees, consultants, special counsel, and representatives from liability: (1) for personal injury, damages, just compensation, restitution, judicial or equitable relief arising out of claims for personal injury, including death, and claims for property damage, which may arise from the negligent operations of the Consultant, its subconsultants, agents, employees, or other persons acting on its behalf which relates to the services described in section 1 of this Agreement; and (2) from any claim that personal injury, damages, just compensation, restitution, judicial or equitable relief is due by reason of the terms of or effects arising from this Agreement. This indemnity and hold harmless agreement applies to all claims for damages, just compensation, restitution, judicial or equitable relief suffered, or alleged to have been suffered, by reason of the events referred to in this Section or by reason of the terms of, or effects, arising from this Agreement. The Consultant

further agrees to indemnify, hold harmless, and pay all costs for the defense of the City, including fees and costs for special counsel to be selected by the City, regarding any action by a third party challenging the validity of this Agreement, or asserting that personal injury, damages, just compensation, restitution, judicial or equitable relief due to personal or property rights arises by reason of the terms of, or effects arising from this Agreement. City may make all reasonable decisions with respect to its representation in any legal proceeding. Notwithstanding the foregoing, to the extent Consultant's services are subject to Civil Code Section 2782.8, the above indemnity shall be limited, to the extent required by Civil Code Section 2782.8, to claims that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of the Consultant.

8. INTELLECTUAL PROPERTY INDEMNIFICATION

Consultant shall defend and indemnify the City, its officers, agents, representatives, and employees against any and all liability, including costs, for infringement of any United States' letters patent, trademark, or copyright infringement, including costs, contained in the work product or documents provided by Consultant to the City pursuant to this Agreement.

9. RECORDS

Consultant shall keep records and invoices in connection with the work to be performed under this Agreement. Consultant shall maintain complete and accurate records with respect to the costs incurred under this Agreement and any services, expenditures, and disbursements charged to the City for a minimum period of three (3) years, or for any longer period required by law, from the date of final payment to Consultant under this Agreement. All such records and invoices shall be clearly identifiable. Consultant shall allow a representative of the City to examine, audit, and make transcripts or copies of such records and any other documents created pursuant to this Agreement during regular business hours. Consultant shall allow inspection of all work, data, documents, proceedings, and activities related to this Agreement for a period of three (3) years from the date of final payment to Consultant under this Agreement.

10. CONFIDENTIALITY

If Consultant receives from the City information which due to the nature of such information is reasonably understood to be confidential and/or proprietary, Consultant agrees that it shall not use or disclose such information except in the performance of this Agreement, and further agrees to exercise the same degree of care it uses to protect its own information of like importance, but in no event less than reasonable care. "Confidential Information" shall include all nonpublic information. Confidential information includes not only written information, but also information transferred orally, visually, electronically, or by other means. Confidential information disclosed to either party by any subsidiary and/or agent of the other party is covered by this Agreement. The foregoing obligations of non-use and nondisclosure shall not apply to any information that (a) has been disclosed in publicly available sources; (b) is, through no fault of the Consultant disclosed in a publicly available source; (c) is in rightful possession of the Consultant without an obligation of confidentiality; (d) is required to be disclosed by operation of law; or (e) is independently developed by the Consultant without reference to information disclosed by the City.

11. CONFLICT OF INTEREST CLAUSE

Consultant covenants that it presently has no interests and shall not have interests, direct or indirect, which would conflict in any manner with performance of services specified under this Agreement.

12. NON-DISCRIMINATION

Consultant shall not discriminate because of race, color, creed, religion, sex, marital status, sexual orientation, gender identity, gender expression, gender, medical conditions, genetic information, or military and veteran status, age, national origin, ancestry, or disability, as defined and prohibited by applicable law, in the recruitment, selection, teaching, training, utilization, promotion, termination or other employment related activities or any services provided under this Agreement. Consultant affirms that it is an equal opportunity employer and shall comply with all applicable federal, state and local laws and regulations.

13. EXCLUSIVITY AND AMENDMENT

This Agreement represents the complete and exclusive statement between the City and Consultant, and supersedes any and all other agreements, oral or written, between the parties. In the event of a conflict between the terms of this Agreement and any attachments hereto, the terms of this Agreement shall prevail. This Agreement may not be modified except by written instrument signed by the City and by an authorized representative of Consultant. The parties agree that any terms or conditions of any purchase order or other instrument that are inconsistent with, or in addition to, the terms and conditions hereof, shall not bind or obligate Consultant or the City. Each party to this Agreement acknowledges that no representations, inducements, promises or agreements, orally or otherwise, have been made by any party, or anyone acting on behalf of any party, which is not embodied herein.

14. ASSIGNMENT

Inasmuch as this Agreement is intended to secure the specialized services of Consultant, Consultant may not assign, transfer, delegate, or subcontract any interest herein without the prior written consent of the City and any such assignment, transfer, delegation or subcontract without the City's prior written consent shall be considered null and void. Nothing in this Agreement shall be construed to limit the City's ability to have any of the services which are the subject to this Agreement performed by City personnel or by other Consultants retained by City.

15. TERMINATION

This Agreement may be terminated by the City upon thirty (30) days written notice of termination. In such event, Consultant shall be entitled to receive and the City shall pay Consultant compensation for all services performed by Consultant prior to receipt of such notice of termination, subject to the following conditions:

- a. As a condition of such payment, the Executive Director may require Consultant to

deliver to the City all work product(s) completed as of such date, and in such case such work product shall be the property of the City unless prohibited by law, and Consultant consents to the City's use thereof for such purposes as the City deems appropriate.

- b. Payment need not be made for work which fails to meet the standard of performance specified in the Recitals of this Agreement.

16. WAIVER

No waiver of breach, failure of any condition, or any right or remedy contained in or granted by the provisions of this Agreement shall be effective unless it is in writing and signed by the party waiving the breach, failure, right or remedy. No waiver of any breach, failure or right, or remedy shall be deemed a waiver of any other breach, failure, right or remedy, whether or not similar, nor shall any waiver constitute a continuing waiver unless the writing so specifies.

17. JURISDICTION - VENUE

This Agreement has been executed and delivered in the State of California and the validity, interpretation, performance, and enforcement of any of the clauses of this Agreement shall be determined and governed by the laws of the State of California. Both parties further agree that Orange County, California, shall be the venue for any action or proceeding that may be brought or arise out of, in connection with or by reason of this Agreement.

18. PROFESSIONAL LICENSES

Consultant shall, throughout the term of this Agreement, maintain all necessary licenses, permits, approvals, waivers, and exemptions necessary for the provision of the services hereunder and required by the laws and regulations of the United States, the State of California, the City of Santa Ana and all other governmental agencies. Consultant shall notify the City immediately and in writing of its inability to obtain or maintain such permits, licenses, approvals, waivers, and exemptions. Said inability shall be cause for termination of this Agreement.

19. NOTICE

Any notice, tender, demand, delivery, or other communication pursuant to this Agreement shall be in writing and shall be deemed to be properly given if delivered in person or mailed by first class or certified mail, postage prepaid, or sent by fax or other telegraphic communication in the manner provided in this Section, to the following persons:

To City:

Clerk of the City Council
City of Santa Ana
20 Civic Center Plaza (M-30)
P.O. Box 1988
Santa Ana, CA 92702-1988
Fax: 714- 647-6956

With courtesy copies to:

Executive Director, Public Works Agency
City of Santa Ana
20 Civic Center Plaza (M-21)
P.O. Box 1988
Santa Ana, California 92702
Fax:

To Consultant:

Robert D. Niehaus, Inc.
Attn: Jack Lyon, Director of Business Development
140 East Carrillo Street
Santa Barbara, CA 93101

A party may change its address by giving notice in writing to the other party. Thereafter, any communication shall be addressed and transmitted to the new address. If sent by mail, communication shall be effective or deemed to have been given three (3) days after it has been deposited in the United States mail, duly registered or certified, with postage prepaid, and addressed as set forth above. If sent by fax, communication shall be effective or deemed to have been given twenty-four (24) hours after the time set forth on the transmission report issued by the transmitting facsimile machine, addressed as set forth above. For purposes of calculating these time frames, weekends, federal, state, County or City holidays shall be excluded.

20. MISCELLANEOUS PROVISIONS

- a. Each undersigned represents and warrants that its signature herein below has the power, authority and right to bind their respective parties to each of the terms of this Agreement, and shall indemnify City fully, including reasonable costs and attorney's fees, for any injuries or damages to City in the event that such authority or power is not, in fact, held by the signatory or is withdrawn.
- b. The Agreement is the final and complete agreement and any prior or contemporaneous agreements for similar services between the parties is superseded by this Agreement. This shall not apply where the Parties are currently engaged and Consultant is providing services not contemplated by this Agreement.
- c. All Exhibits referenced herein and attached hereto shall be incorporated as if fully set forth in the body of this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement the date and year first above written.

ATTEST:

CITY OF SANTA ANA

Jennifer L. Hall
City Clerk

Alvaro Nuñez
City Manager

APPROVED AS TO FORM:

SONIA R. CARVALHO
City Attorney

Robert D. Niehaus, Inc.

By: Kyle Nellesen
Kyle Nellesen
Assistant City Attorney

Jack Lyon
Jack Lyon
Director of Business Development

RECOMMENDED FOR APPROVAL:

Nabil Saba

Digitally signed by
Nabil Saba
Date: 2025.05.08
07:59:35 -07'00'

Nabil Saba, PE
Executive Director
Public Works Agency

EXHIBIT A



CITY OF SANTA ANA

EXHIBIT I

SCOPE OF SERVICES

LONG-TERM FINANCIAL PLANNING AND WATER RATE STUDY SERVICES RFP NO. 25-013

Introduction/Background

The City of Santa Ana is located in the heart of Orange County, California with a population of approximately 311,000 people.

The City owns and maintains and operates the water, sewer and recycled water utility systems.

The water utility system is comprised of over 480 miles of water distribution and transmission mains, 20 active water wells, 7 imported connections with Metropolitan Water District (MWD), 7 booster pump stations, 16 emergency connections and approximately 46,000 water meter connections.

The sewer sanitary system is comprised of 390 miles of sewer mains, 9,000 sewer manholes, 48,500 sewer lateral connections and two sewer lift stations. All the sewage is conveyed to the Orange County Sanitation District (OCSD).

The recycled water system serves 25 customers. This recycled water is provided by the Orange County Water District. The transmission and distribution infrastructure currently in place is owned and operated by OCWD. Although, any system expansion to this system network will need to be funded and operated by the City.

The City oversees and manages the fats, oils, and grease (FOG) program. This program involves inspections, best management practices trainings, and regulatory compliance with state and local mandates. Currently, there are over 1,300 food service establishments under this program.

Scope of Services

The City of Santa Ana intends to retain a qualified professional firm/consultant to develop a long-term financial plan for the water, sanitary sewer, recycled water, and the fats, oils, and grease (FOG) programs.

In addition, the consultant on an as-needed basis shall provide financial review, economic cost analysis and rate structure performance evaluations to meet the City financial goals and objectives during the term of this contract agreement.

The last adopted five-year rate study for these services was completed in and adopted in 2029. <https://www.santa-ana.org/water-rate-study>

Project Goals:

- Develop a **comprehensive financial plan** for water, sewer, recycled water, and FOG programs.



CITY OF SANTA ANA

- Design a **cost of service rate structure** in line with the American Water Works Association (AWWA) Principles of Water Rates, Fees, and Charges: Manual of Water Supply Practices AWWA M1 guidelines and Proposition 218.
- Ensure rates are:
 - Stable, sufficient, fair, equitable, and aligned with the utility goals and objectives
 - Understandable to customers and easy for the City to administer

Tasks Expected from Consultant:

1. **Analyze Existing Rate Structures:**
 - Current rates
 - Operations revenue/expenses
 - Capital improvement programs, debt obligations, and reserve policies
2. **Develop a Complete Financial Plan:**
 - Meet utility goals and strategic objectives
 - Conduct a cost of service analysis
 - Develop new rate structures
 - Develop Rate Design Model
 - Develop capital and operations reserves strategies
3. **Provide Interactive Tools:**
 - Create a (10) year **rate modeling program with an interactive dashboard** for City staff's use including trainings
4. **Final Report and Adoption Assistance:**
 - Deliver a report with outcomes and recommendations
 - Guide the City through the adoption and implementation of new rates
5. **Engagement and Public Outreach:**
 - Participate in **10 public meetings** (with City staff, the Mayor, City Council, and the public)
 - Work with the City's outreach consultant to prepare and present materials

Quality and Compliance:

Consultant is responsible for the accuracy of their work and ensuring compliance with all statutory regulations, including Proposition 218.

Value-Added Services:

Propose additional related services that could help achieve the City's goals, if applicable.

Deliverables:

Financial plans, rate modeling program, final reports, public presentations, and compliance documentation.

EXHIBIT B

Robert D. Niehaus, Inc.

**City of Santa Ana
Cost Proposal for
Long-Term Financial Planning and Water Rate Study Services
RFP NO: 25-013
February 25, 2025**

Submitted By:

**Robert D. Niehaus, Inc.
140 East Carrillo Street
Santa Barbara, CA 93101**

**Authorized Representative: Jack Lyon
Title: Director of Business Development
Email: Jack@rdniehaus.com
Phone: 805.618.1356**

Submitted To:

**ATTN: Public Works Agency
220 S. Daisy Avenue, Building A
Santa Ana, CA 92703**

**Attn: Armando Fernandez, P.E.
Title: Project Manager
Email: AFernandez@Santa-Ana.gov
Phone: 714.647.3316**

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February 25, 2025

Armando Fernandez P.E.
Project Manager
City of Santa Ana
220 S. Daisy Avenue, M-85
Santa Ana, CA 92703

Jack Lyon, Director of Business Development
(805) 618-1356 | jack@rdniehaus.com
Robert D. Niehaus, Inc.
140 E Carrillo Street
Santa Barbara, CA 93101

Subject: Cost Proposal for Long-Term Financial Planning and Water Rate Study Services

Dear Mr. Fernandez and City of Santa Ana,

Robert D. Niehaus, Inc. (RDN) is pleased to submit our Cost Proposal for the City of Santa Ana's (City) Long-Term Financial Planning and Water Rate Study Services (Study). Enclosed is our fixed-price fee proposal and our hourly rate compensation schedule.

We are excited for the opportunity to work with the City on this important project. To discuss our technical or cost proposal, which is valid for a 180-day period, please coordinate with Jack Lyon, Director of Business Development, at 805.618.1356 or jack@rdniehaus.com.

Respectfully submitted,



Robert D. Niehaus, Ph.D.
Managing Director, Principal Economist



Jack Lyon
Director of Business Development

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COST PROPOSAL

Table 1 presents our fixed-price cost proposal. This proposal is valid for 180 days from February 25, 2025 until August 24, 2025. Hourly rates include all travel-related expenses and other direct costs – no additional costs will be requested by RDN or reimbursed by the City. Hourly rates will remain firm for the duration of the Agreement. RDN’s fixed-price cost proposal for Long-Term Financial Planning and Water Rate Study Services is \$130,850.

Table 1. Cost Proposal

Task	Project Director	Project Manager	Communicatons Manager	QA/QC Consultant	Consultant	Total Hours	Total Cost
	Niehaus	Elowsky	Gaur	Kido	Kallerud and Van Dinther		
Task 1 - Analyze Existing Rate Structures	3	30	2	10	28	73	\$18,120
1.1 Evaluate the Current Rate Structure	0	4	1	2	8		
1.2 Review Customer Classes	1	8	1	2	8		
1.3 Operation and Maintenance Expense	1	6	0	2	4		
1.4 Capital Improvement Funding	0	8	0	2	4		
1.5 Reserve Funding	1	4	0	2	4		
Task 2 - Develop a Complete Financial Plan	6	48	2	15	46	117	\$28,980
2.1 Revenue Requirements	0	8	0	2	8		
2.2 Demand Projections/Revenue Analysis	0	2	0	2	16		
2.3 Cost Functionalization	0	6	0	2	8		
2.4 Cost Allocation to Cost Causative Components	0	6	0	2	2		
2.5 Cost Allocation to Customer Classes	2	6	0	2	4		
2.6 Develop Recommended Rates	2	16	1	4	8		
2.7 FOG Charge	2	4	1	1	4		
Task 3 - Provide Interactive Tools	0	58	0	10	28	96	\$24,240
3.1 Rate Models	0	16	0	8	24		
3.2 Financial Reviews and Continued Assistance	0	42	0	2	4		
Task 4 - Final Report and Adoption Assistance	2	17	14	9	34	76	\$19,300
4.1 Rate Study Report	2	12	4	8	24		
4.2 Rate Comparison Survey	0	1	6	1	4		
4.3 Adoption Assistance	0	4	4	0	6		
Task 5 - Engagement and Public Outreach	0	20	100	0	10	130	\$42,600
5.1 Proposed Meetings	0	20	100	0	10		
Total Hours	11	173	118	44	146	492	
Labor Rate	\$340	\$280	\$350	\$240	\$200		
Total Cost Proposal	\$3,060	\$47,320	\$40,950	\$10,320	\$29,200		\$130,850