

**AGREEMENT
FOR PROFESSIONAL SERVICES**

**Rapid City Area
Bicycle and Pedestrian Master Plan**

THIS AGREEMENT made on this ____ day of December, 2009 between the City of Rapid City, 300 Sixth Street, Rapid City, South Dakota 57701, hereinafter referred to as OWNER, and Alta Planning & Design, 711 SE Grand Avenue Portland, OR 97214, hereinafter referred to as CONSULTANT. This project will encompass the preparation of the Rapid City Area Bicycle and Pedestrian Master Plan for the Rapid City Area Metropolitan Planning Organization.

OWNER and CONSULTANT in consideration of their mutual covenants herein agree in respect of the performance of transportation planning services by CONSULTANT and the payment for those services by OWNER as set forth below.

SECTION 1 - BASIC SERVICES TO CONSULTANT

1.1 General

CONSULTANT shall provide to OWNER transportation planning services in all phases of the Project to which this Agreement applies as hereinafter provided. These services will include serving as OWNER'S professional transportation planning services representative for the Project, providing professional transportation planning consultation and advice and furnishing selected transportation planning services.

1.2 Scope of Work

The Basic Services Scope of Work is described in detail in Exhibit A and shall include: data collection and review, field investigation, inventory and mapping, safety and needs analysis, development of standards and guidelines, project evaluation and prioritization, a safe routes to school walking audit and public involvement process.

SECTION 2 - ADDITIONAL SERVICES OF CONSULTANT

2.1 Services Requiring Authorization in Advance

If authorized in writing by OWNER, CONSULTANT shall furnish or obtain from others Additional Services of the types listed in paragraphs 2.1.1 through 2.1.7, inclusive. These services are not included as part of Basic Services except to the extent provided otherwise in Exhibit A; these will be paid for by OWNER as indicated in Section 5.

- 2.1.1 Services resulting from significant changes in the general scope, extent or character of the Project including, but not limited to, changes in size, complexity, or method of financing; and revising previously accepted studies, reports or design documents when such revisions are required by changes in laws, rules, regulations, ordinances, codes or orders enacted subsequent to the preparation of such studies, reports or documents.
- 2.1.2 Investigations and studies involving, but not limited to, detailed consideration of operations, maintenance and overhead expenses; providing value engineering

during the course of design; the preparation of feasibility studies, cash flow and economic evaluations, rate schedules and appraisals; assistance in obtaining financing for the Project; evaluating processes available for licensing and assisting OWNER in obtaining process licensing; detailed quantity surveys of material, equipment and labor; and audits or inventories required in connection with construction performed by OWNER.

- 2.1.3 Furnishing services of independent professional associates and consultants for other than Basic Services (which include, but are not limited to, customary civil, structural, mechanical and electrical engineering and customary architectural design incidental thereto).
- 2.1.4 Services during out-of-town travel required of CONSULTANT other than visits to the site, attendance at OWNER'S office as required by Section 1, or other services as detailed in Exhibit A.
- 2.1.5 Providing any type of property surveys or related engineering services needed for the transfer of interests in real property and field surveys for design purposes and providing other special field surveys.
- 2.1.6 Preparing to serve or serving as consultant or witness for OWNER in any litigation, arbitration or other legal or administrative proceeding involving the Project (except for assistance in consultations which is included as part of Basic Services).
- 2.1.7 Additional services in connection with the Project, excluding services which are to be furnished by OWNER in accordance with Article 3, and services not otherwise provided for in this Agreement.

SECTION 3 - OWNER'S RESPONSIBILITIES

OWNER shall do the following in a timely manner so as not to delay the services of CONSULTANT:

- 3.1 The Growth Management Director or their designee shall act as OWNER'S representative with respect to the services to be rendered under this Agreement. The Growth Management Director shall have complete authority to transmit instructions, receive information, interpret and define OWNER'S policies and decisions with respect to CONSULTANT'S services for the Project.
- 3.2 Assist CONSULTANT by placing at CONSULTANT'S disposal all available information pertinent to the Project including previous reports and any other data relative to the Project.
- 3.3 Examine all studies, reports, sketches, drawings, proposals and other documents presented by CONSULTANT, obtain advice of an attorney, insurance counselor and other consultants as OWNER deems appropriate for such examination and render in writing decisions pertaining thereto within a reasonable time so as not to delay the services of CONSULTANT.
- 3.4 Give prompt written notice to CONSULTANT whenever OWNER observes or otherwise becomes aware of any development that affects the scope or timing of CONSULTANT'S services.
- 3.5 Furnish or direct CONSULTANT to provide Additional Services as stipulated in paragraph 2.1 of this Agreement or other services as required.

SECTION 4 - PERIOD OF SERVICE

- 4.1 The CONSULTANT'S period of service shall complete the scope of work stated in Exhibit A by December 31, 2010, provided a written "Notice to Proceed" is issued by December 31, 2009. The CONSULTANT'S services shall be provided in general accordance with the schedule as defined in Exhibit B.

SECTION 5 - PAYMENTS TO CONSULTANT

5.1 Methods of Payment for Services and Expenses of CONSULTANT

- 5.1.1 *For Basic Services.* OWNER shall pay CONSULTANT for Basic Services rendered under Section 1 as detailed in Attached Exhibit A in an amount not-to-exceed **Seventy Two Thousand Dollars (\$72,000), including reimbursable expenses**, as detailed in attached Exhibit D "Cost Estimate".

5.1.1.1 *Direct Labor Costs and Overhead.* Direct labor costs and overhead shall be paid at a rate equal to CONSULTANT'S salary cost time the allowable overhead rate as determined by audit, in accordance with 48 CFR Part 31 as shown on attached Exhibit C "Billing Rates" for all Basic Services rendered on the Project.

5.1.1.2 The approval and acceptance of the billing rates as detailed in attached Exhibit "C" will be contingent upon CONSULTANT providing the required cost breakdowns to verify that costs are in compliance with 48 CFR Part 31 and 23 CFR Part 172.

5.1.1.3 OWNER shall pay CONSULTANT the actual costs (except where specifically provided otherwise) of all Reimbursable Expenses approved by OWNER. The term Reimbursable Expenses has the meaning assigned to it in paragraph 5.4 in accordance with 48 CFR Part 31.

- 5.1.2 *For Additional Services.* OWNER shall pay CONSULTANT for Additional Services rendered under Section 2 as follows:

5.1.2.1 *General.* For additional services of CONSULTANT'S principals and employees engaged directly on the Project and rendered pursuant to paragraph 2.1 on the same basis as outlined in paragraphs 5.1.1.1, 5.1.1.2 and 5.1.1.3.

5.2 Times of Payments

- 5.2.1 CONSULTANT shall submit monthly statements for Basic and Additional Services rendered and for Reimbursable Expenses incurred. OWNER shall make prompt monthly payments in response to CONSULTANT'S monthly statements.

For these services the OWNER shall make prompt monthly payments to the CONSULTANT based on monthly billings submitted by the CONSULTANT up to 90% of the maximum fee for each Task as shown on Exhibit D, "Cost Estimate". The remaining 10% shall be due upon approval of the Final Report for the Project as accepted by OWNER.

5.3 Other Provisions Concerning Payments

- 5.3.1 If OWNER fails to make any payment due CONSULTANT for services and expenses within forty-five (45) days after receipt of CONSULTANT'S statement the CONSULTANT may, after giving seven (7) days written notice to OWNER, suspend services under this Agreement until CONSULTANT has been paid in full all amounts due for services, expenses and charges.
- 5.3.2 In the event of termination by OWNER upon completion of any phase of Basic Services, progress payments due CONSULTANT for services rendered through such phase shall constitute total payment for such services. In the event of such termination by OWNER during any phase of the Basic Services, CONSULTANT also will be reimbursed for the charges of independent professional associates and consultants employed by CONSULTANT to render Basic Services incurred through such phase. In the event of any such termination, CONSULTANT will be paid for unpaid Reimbursable Expenses previously incurred.
- 5.3.3 The employees of CONSULTANT, professional associates and consultants, whose time is directly assignable to the program shall keep and sign a time record showing the element of the Project, date and hours worked, title of position and compensation rate.
- 5.3.4 *Records.* The CONSULTANT shall maintain an accurate cost keeping system as to all costs incurred in connection with the subject to this Agreement and shall produce for examination books of accounts, bills, invoices and other vouchers or certified copies there under if originals be lost at such reasonable time and place as may be designated by the OWNER and shall permit extracts and copies thereof to be made during the contract period and for three years after the date of final payment to CONSULTANT.

All personnel employed by CONSULTANT shall maintain time records for time spent performing work on study described in this Agreement for a period of three years from the conclusion of the study. Time records and payroll records for said personnel shall be similarly retained by CONSULTANT for a period of three years from the conclusion of the study.

Upon reasonable notice, the CONSULTANT will allow OWNER auditors to audit all records of the CONSULTANT related to this Agreement. These records shall be clearly identified and readily accessible. All records shall be kept for a period of three (3) years after final payment under Agreement is made and all other pending matters are closed.

- 5.3.5 *Inspection of Work.* The CONSULTANT shall, with reasonable notice, afford OWNER or representative of OWNER reasonable facilities for review and inspection of the work in this Agreement. OWNER shall have access to CONSULTANT'S premises and to all books, records, correspondence, instructions, receipts, vouchers and memoranda of every description pertaining to this Agreement.
- 5.3.6 *Audits.* The CONSULTANT shall, with reasonable notice, afford representatives of the OWNER reasonable facilities for examination and audits of the cost account records; shall make such returns and reports to a representative as he may require; shall produce and exhibit such books, accounts, documents and property as he may determine necessary to inspect and shall, in all things, aid him in the performance of his duties.

- 5.3.7 Payment shall be made subject to audit by duly authorized representatives of the OWNER. Payment as required in 49 CFR 26.29:

The CONSULTANT shall pay subcontractors or suppliers within 15 days of receiving payment for work that is submitted for progress payment by the OWNER. If the CONSULTANT withholds payment beyond this time period, written justification by the CONSULTANT shall be submitted to the OWNER upon request. If it is determined that a subcontractor or supplier has not received payment due without just cause, the OWNER may withhold future estimated payments and/or may direct the CONSULTANT to make such payment to the subcontractor or supplier. Prompt payment deviations will be subject to price adjustments.

- 5.3.8 In the event the service to the contract is terminated by the OWNER for fault on the part of the CONSULTANT, the agreement shall be null and void, and, the OWNER shall be entitled to recover payments made to the CONSULTANT on the work which is the cause of the at-fault termination. The CONSULTANT shall be paid only for work satisfactorily performed and delivered to the OWNER up to the date of termination. After audit of the CONSULTANT'S actual costs to the date of termination and after determination by the OWNER of the amount of work satisfactorily performed, the OWNER shall determine the amount to be paid the CONSULTANT.

5.4 Definitions

- 5.4.1 Reimbursable Expenses means the actual expenses incurred by CONSULTANT or CONSULTANT'S independent professional associates or consultants directly in connection with the Project, including expenses for: transportation and subsistence incidental thereto; reproduction of reports, graphics, and similar Project related items; and if authorized in advance by OWNER, overtime work requiring higher than regular rates. In addition, if authorized in advance by OWNER, Reimbursable Expenses will also include expenses incurred for computer time and other highly specialized equipment, including an appropriate charge for previously established programs and expenses of photographic production techniques times a factor of 1.0 as determined in accordance with CONSULTANT'S normal accounting practices. All costs must be accumulated and segregated in accordance with Consultant's normal business practice and FAR Part 31

5.5 Ownership of Data

Documents and all products of this Agreement are to be the property of the OWNER. Any reuse of documents for extensions of the Project or other projects shall be at the OWNER's sole risk and liability.

5.6 Publication and Release of Information

The CONSULTANT shall not copyright material developed under this Agreement without written authorization from the OWNER. The OWNER reserves a royalty-free non-exclusive, and irrevocable license to reproduce, publish or otherwise use, and to authorize others to use, the work for government purposes.

5.7 Acquisition of Property or Equipment

The acquisition of property or equipment will be in accordance with 49 CFR 18.32.

5.8 Independent Consulting and Subcontracting

While performing services hereunder, CONSULTANT is an independent contractor and not an officer, agent, or employee of the City of Rapid City.

Any employee of the CONSULTANT engaged in the performance of services required under the agreement shall not be considered an employee of the OWNER, and any and all claims that may or might arise under the Worker's Compensation Act of the State of South Dakota on behalf of said employees or other persons while so engaged and any and all claims made by any third party as a consequence of any act or omission of the part of the work or service provided or to be rendered herein by the CONSULTANT shall in no way be the obligation or responsibility of the OWNER.

CONSULTANT shall perform all work except specialized services. Specialized services are considered to be those items not ordinarily furnished by CONSULTANT which must be obtained for proper execution of this Agreement. Specialized services required by the study, if any, will be provided pursuant to Section 2 of this Agreement.

Neither this Agreement nor any interest therein shall be assigned, sublet or transferred unless written permission to do so is granted by the OWNER. Subcontracts are to contain all the required provisions of the prime contract as required by 49 CFR Part 18, definitions.

5.9 Personnel Employment

The CONSULTANT warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the CONSULTANT, to solicit or secure this agreement, and that he has not paid or agreed to pay any company or person, other than a bona fide employee working solely for the CONSULTANT, any fee, commission, percentage, brokerage fee, gifts, or any other considerations, contingent upon or resulting from the award of making of this Agreement. For breach or violation of this warranty, the OWNER shall have the right to annul this Agreement without liability or, in its discretion to deduct from the agreement price or consideration, or otherwise recover, the full amount of such fees, commission, percentage, brokerage fee, gift or contingent fee.

5.10 Nondiscrimination/ADA

The CONSULTANT agrees to comply with the requirements of Title 49, CFR Part 21 and Title VI of the Civil Rights Act of 1964. The CONSULTANT agrees to submit upon request quarterly Title VI (Civil Rights) State of Contractor reports to the State. The CONSULTANT agrees to provide services in compliance with the Americans With Disabilities Act of 1990.

5.11 Claims

To the extent authorized by law, the CONSULTANT shall indemnify and hold harmless the OWNER, its employees and agents, against any and all claims, damages, liability and court awards including costs, expenses and reasonable attorney fees to the extent such claims are caused by any negligent performance of professional services by, the CONSULTANT, its employees, agents, subcontractors or assignees.

It is further agreed that any and all employees of either party, while engaged in the performance of any work or services, shall not be considered employees of the other party, and that any and all claims that may or might arise under the Worker's Compensation Act of the State of South Dakota on behalf of said employees, while so engaged on any of the work or services provided to be rendered herein, shall in no way be the obligation or

responsibility of the other party.

5.12 Acceptance and Modification

This Agreement together with the Exhibits and schedules identified above constitute the entire agreement between OWNER and CONSULTANT and supersede all prior written or oral understandings. This Agreement and said Exhibits and schedules may only be amended, supplemented, modified or canceled after consultation with, and approval in writing by, the parties to this Agreement.

5.13 Termination or Abandonment

The CONSULTANT and the OWNER share the right to terminate this Agreement upon giving thirty (30) days written notice of such cancellation to the other party. If this Agreement is terminated under this paragraph, CONSULTANT shall deliver to OWNER all work product produced up to the time of termination. OWNER shall reimburse CONSULTANT for all work completed to the date of termination.

In the event the CONSULTANT breaches any of the terms or conditions hereof, this Agreement may be terminated by the OWNER at any time with ten (10) days written notice and an opportunity to cure. If termination for such a default is effected by the OWNER, any payments due to CONSULTANT at the time of termination may be adjusted to cover any additional costs to the OWNER because of CONSULTANT'S default. Upon termination the OWNER may take over the work and may award another party an agreement to complete the work under this Agreement. If after the OWNER terminates for a default by CONSULTANT it is determined that CONSULTANT was not at fault, then the CONSULTANT shall be paid for eligible services rendered and expenses incurred up to the date of termination.

SECTION 6 – GOVERNING LAW

This agreement and any dispute arising out of this agreement shall be governed by the laws of the State of South Dakota.

6.1 Forum Selection

Any dispute arising out of this contract shall be litigated in the Circuit Court for the 7th Judicial Circuit, Rapid City, South Dakota.

6.2 Compliance Provision

The CONSULTANT shall comply with all federal, state and local laws, together with all ordinances and regulations applicable to the work and will be solely responsible for obtaining current information on such requirements. The CONSULTANT shall procure all licenses, permits or other rights necessary for the fulfillment of its obligation under the Agreement.

SECTION 7 – MERGER CLAUSE

This written agreement including Exhibit A Scope of Work, Exhibit B Schedule, Exhibit C Billing Rates and Exhibit D Cost Estimate constitute the entire agreement of the parties. No other promises or consideration are a part of this agreement.

SECTION 8 – COMPLIANCE WITH CLEAN AIR ACT

Consultant stipulates that any facility to be utilized in the performance of this contract, under the Clean Air Act, as amended, Executive Order 11738, and regulations in implementation thereof is not listed on the U.S. Environmental Protection Agency List of Violating Facilities pursuant to 40 CFR 15.20 and that the OWNER and the State Department of Transportation shall be promptly notified of the receipt by the CONSULTANT of any communication from the Director, Office of Federal Activities, EPA, indication that a facility to be utilized for the contract is under consideration to be listed on the EPA List of Violating Facilities.

SECTION 9 – CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION

CONSULTANT certifies, by signing this agreement that neither it nor its Principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

SECTION 10 – INSURANCE AND REPORTING

Before the CONSULTANT begins providing service, the CONSULTANT will be required to furnish the OWNER the following certificates of insurance and assure that the insurance is in effect for the life of the contract:

- A. Commercial General Liability Insurance: CONSULTANT shall maintain occurrence based commercial general liability insurance or equivalent form with a limit of not less than \$1,000,000.00 for each occurrence. If such insurance contains a general aggregate limit it shall apply separately to this Agreement or be no less than two times the occurrence limit.
- B. Professional Liability Insurance or Miscellaneous Professional Liability Insurance: CONSULTANT agrees to procure and maintain professional liability insurance or miscellaneous professional liability Insurance with a limit not less than \$1,000,000.00.

The insurance provided for general liability and errors and omissions shall be adequate for the liability presented, and shall be written by an admitted carrier in the State of South Dakota.

- C. Business Automobile Liability Insurance: CONSULTANT shall maintain business automobile liability insurance or equivalent form with a limit of not less than \$500,000.00 for each accident. Such insurance shall include coverage for owned, hired and non-owned vehicles.
- D. Worker's Compensation Insurance: CONSULTANT shall procure and maintain workers' compensation and employers' liability insurance as required by South Dakota law.

Before beginning work under this Agreement, the CONSULTANT shall furnish the OWNER with properly executed Certificates of Insurance which shall clearly evidence all insurance required in this Agreement and which provide that such insurance may not be canceled, except on 30 days' prior written notice to the OWNER. The CONSULTANT shall furnish copies of insurance policies if requested by the OWNER.

SECTION 11 - REPORTING

CONSULTANT agrees to report to the OWNER any event encountered in the course of performance of this Agreement which results in injury to any person or property, or which may otherwise subject CONSULTANT, or the OWNER or its officers, agents or employees to liability. CONSULTANT shall report any such event to the OWNER immediately upon discovery.

CONSULTANT'S obligation under this section shall only be to report the occurrence of any event to the OWNER and to make any other report provided for by their duties or applicable law. CONSULTANT'S obligation to report shall not require disclosure of any information subject to privilege or confidentiality under law (e.g., attorney-client communications). Reporting to the OWNER under this section shall not excuse or satisfy any obligation of CONSULTANT to report any event to law enforcement or other entities under the requirements of any applicable law.

SECTION 12 – DISCLOSURE TO REPORT LOBBYING

CONTRACTOR certifies, to the best of CONTRACTOR'S knowledge and belief, that: No Federal appropriated funds have been paid or will be paid, by or on CONTRACTOR'S behalf, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of a Federal contract, grant, loan, or cooperative agreement. If any funds other than Federal appropriated funds have been paid or will be paid to any of the above mentioned parties, the undersigned shall complete and submit Standard Form LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

CONTRACTOR shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

SECTION 13 - SEVERABILITY PROVISION

In the event that any court of competent jurisdiction shall hold any provision of this Agreement unenforceable or invalid, such holding shall not invalidate or render unenforceable any other provision hereof.

IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement by their duly authorized officers on the day, month and year first written above.

OWNER:

CONSULTANT:

BY: _____
Alan Hanks, Mayor
Date: _____

BY: _____
Alta Planning & Design
711 SE Grand Avenue
Portland, OR 97214
Date: _____

BY: _____
Finance Officer

APPROVED AS TO FORM

Michael Schad 12/10/09
Mike Schad DATE
Assistant City Attorney

STATE OF SOUTH DAKOTA

COUNTY OF PENNINGTON

On this ____ day of _____, 200__, before me, a Notary Public, personally appeared _____, known to me to be the Mayor of the City of Rapid City, and acknowledge to me that he did sign the foregoing document as such officer and for the purposes therein stated.

Notary Public

My Commission Expires:

(SEAL)

STATE OF _____

COUNTY OF _____

On this ____ day of _____, 200__, before me, a Notary Public, personally appeared _____, known to me to be a Principal of _____, and acknowledge to me that he did sign the foregoing document as such officer and for the purposes therein stated.

Notary Public

My Commission Expires:

(SEAL)

Address for Giving Notices:
City of Rapid City
Growth Management Department
300 Sixth Street
Rapid City, South Dakota 57701

Address for Giving Notices:
Alta Planning & Design
711 SE Grand Avenue
Portland, OR 97214

Exhibit A Scope of Services

Kick-Off Meeting

Alta staff will meet with the Rapid City Area Bicycle and Pedestrian Master Plan project manager and staff to review City/MPO goals and strategies, refine the scope and working objectives, identify available data, establish communication channels with other departments and agencies, review and list required elements and standards, discuss and refine the project goals and objectives, and approve the public outreach scope and schedule.

Task 1–Review of Existing Regional Bicycle and Pedestrian Facilities

1.1 Existing Legislation, Plans and Policies

Alta will collect information on relevant local, regional, State, and Federal legislation. Our team will review Comprehensive Plan policies (including all relevant elements, such as Traffic/Transportation, Parks/Open Space/Recreation, and Land Use) to determine if existing policies adequately provide for the development of bicycle and pedestrian facilities within the Planning Area.

Alta has already assembled and initiated review of background planning documents relevant to the Rapid City Area Bicycle and Pedestrian Master Plan, providing us a strong familiarity with the planning area's existing walking/bicycling environment and associated issues. We will review existing planning documents, studies, analyses, and other recent and on-going planning efforts that may influence the Master Plan's outcomes. The preliminary background documents list includes the following:

- Rapid City Bikeway/Walkway Plan (2006)
- Pedestrian/Bicycle Crash Report 2002- 2006
- Long Range Transportation Plan 2030
- Major Streets Plan
- 2010-2014 Transportation Improvement Program
- Transit Development Plan
- Skyline Drive Wilderness Trails Plan
- M Hill Proposed Bike Trails Plan
- Other previous and on-going bicycle, recreation, pedestrian, and transportation plans and reports for the Rapid City Area, Cities of Rapid City and Box Elder, and Pennington and Meade Counties will be included.

1.2 Proposed Goals and Objectives

Alta will work with City staff and the Advisory Committee to develop a meaningful set of goals, policies, and objectives for the Rapid City Area Bicycle and Pedestrian

Master Plan. These goals will be consistent with the Rapid City Area's Long Term Transportation Plan, and will ensure regional consistency with bicycle, pedestrian and trail planning efforts as well as bikeway planning efforts in adjacent jurisdictions and the surrounding counties.

1.3 Field Investigation

Alta staff will conduct field reviews to supplement existing information including touring existing routes by bicycle and foot, possibly with members of the Steering Committee, MPO Staff, and/or representatives of other key interest groups. Field investigations will be documented using field notes, taking field measurements, and using digital photography. This will help us to further evaluate the project setting and land use patterns in Rapid City Area, identify system opportunities and constraints, and record site-specific information such as level of use, facility condition, and key gaps or obstacles. MPO staff and/or members of the Steering Committee may direct us to existing routes and other specific areas for review.

Task 1 Products

- Attendance at project kick-off meeting
- Kick-off meeting agenda and summary
- Final detailed scope, schedule, and public outreach plan
- Monthly status reports
- Draft goals and objectives
- On-going quality control, in-house and client reviews
- Memorandum summarizing background documents and plans
- Memorandum summarizing legislation and policies
- Field inventory of key destinations, gaps, and proposed and potential bicycle/pedestrian corridors

Task 2 – Inventory and Mapping of Existing Bicycle Facilities

2.1 Collect Base Mapping Data and Information

Alta will collect existing data from the MPO to be used in preparing existing conditions base maps. Relevant mapping data includes 2008 aerial photography and ESRI shapefiles provided by the client. Other critical information includes bicycle/pedestrian projects that are planned, proposed, currently underway, or recently completed. The map will include the three mile jurisdictional platting area covered by the MPO.

2.2 Existing Conditions Base Maps

Based on field investigations and data provided by the client, Alta will prepare GIS base maps depicting Rapid City Area's existing bikeway and walkway systems. The

maps will be developed at an appropriate graphic scale to communicate existing conditions and for incorporation into the existing conditions report. Depending on available data, the base maps will include:

- Planning Area/City/County boundaries
- Transportation infrastructure
- Bicycle and pedestrian facilities
- Support facilities
- Major natural resources
- Major business and residential sites
- Schools and institutions
- Parks, open space, and recreation areas
- Other key destinations

2.3 Existing Conditions and Opportunities/Constraints Report

Alta employs a highly-effective data collection system allowing us to quickly collect and analyze conditions so that they can be mapped and used in bikeway and pedestrian studies. Based on information and data collected under the tasks listed above, Alta will review Rapid City Area's existing bicycle and pedestrian facility network. We will determine the adequacy of facilities based on the following criteria:

- Safety
- Connectivity
- Completeness of network
- Ability to serve destinations (e.g., work centers, shopping, residential areas, parks, schools, civic buildings, community centers, colleges and universities, transit links, and other important destinations)
- Accessibility
- Convenience
- Ability to serve the needs of different types of bicyclists, pedestrians, and other non-motorized users
- We will prepare a memorandum describing Rapid City Area's existing bikeway and walkway network, and summarize opportunities and constraints that may impact system improvements and expansions.

Task 2 Products

Comprehensive base maps of existing and planned bicycle/pedestrian facilities

Memorandum describing existing conditions and opportunities and constraints

Task 3 – Meetings with Steering Committee

3.1 – Steering Committee Meetings

Alta will provide support and coordination to the Bicycle and Pedestrian Master Plan Steering Committee, who will review and comment on materials to be presented to the public, help advertise meetings, and distribute information to the larger community. The Request for Proposals identifies potential representative agencies, including the Rapid City Public Works Department, Parks and Recreation and Growth Management, as well as citizens.

The Alta team will attend Steering Committee meetings over the project's course (up to 6 meetings). To conserve costs, these meetings will be scheduled to occur on the same day with public outreach events or field investigations, whenever possible.

3.2 Steering Committee Walking and Bicycling Tour

We suggest that the first Steering Committee meeting include and a bicycling and/or walking tour. This exercise has proven to be a valuable tool in similar projects. A community walking/bicycling tour will achieve the following goals:

- Allow the Steering Committee to gain close-up, first hand knowledge of challenges facing bikers and walkers in Rapid City and associated issues, enabling the group to provide valuable input to the Project Team.
- Provide an on-site forum for identifying opportunities and challenges, and to discuss potential system improvement options.

Task 3 Products

Attendance and facilitation of up to 6 Steering Committee meetings

Meeting agendas and summaries

Attendance and facilitation of Steering Committee bicycling and/or walking tour

Task 4 – Public Process

Community endorsement of the Bicycle and Pedestrian Master Plan is critical to the long-term success of Rapid City Area's bicycling and walking system, and to the ability of governing agencies to implement the Plan. We have found that community leaders and local residents respond best to an outreach process that focuses on personal and consistent communications. Alta understands the difficulty public agencies face in getting the public's attention in this hectic world, and we have developed ways of bringing attention to our plans and people to our meetings. We also understand the importance of documenting concerns and recommendations provided by community members and agencies during the planning process.

4.1 Community Workshop Presentation Materials, Agendas, Summaries

Alta will prepare the community workshop presentations, display boards, maps, and other materials such as agendas, handouts, questionnaires, sign-in sheets, and comment cards. We will provide these materials prior to the workshops for MPO review and input. Alta will also prepare written bullet point summaries of each community workshop.

4.2 Community Notification

Alta will collaborate with MPO staff on a press release advertising the Bicycle and Pedestrian Master Plan process and inviting public participation. One press release will be prepared for each public outreach event. Alta will provide content for the press releases.

4.3 Community Workshop #1

Community Workshop #1 will occur early in the planning process and will focus on familiarizing attendees with the project purpose, goals, scope, schedule, bicycle/pedestrian planning and design concepts; and identifying strengths/weaknesses of the current bicycling and walking network and opportunities for system improvements.

4.4 Community Workshop #2

Community Workshop #2 will occur following development of the Draft Plan, and will provide an opportunity for public review and comment. This meeting will include a presentation summarizing Plan recommendations, with supporting maps and display boards highlighting infrastructure and programmatic recommendations.

Task 4 Products

- Press release for each community workshop
- Community workshop agendas, sign-in sheets, handouts, presentations, maps, display boards, comment cards
- Preparation for, attendance, and facilitation of Community Workshop #1

Task 5 – Draft Bicycle and Pedestrian Transportation Network and Bicycle/Pedestrian Master Plan

5.1 Bicycle/Pedestrian Demand and Benefits Analysis

Alta staff will develop specific projections on existing and future daily bicycle and pedestrian trips for use in air quality and SAFETEA-LU funding applications, based on our Bicycle and Pedestrian Demand Model methodology that has been approved for use throughout the country and is being used by FHWA.

We will also utilize our nationally-recognized benefits models to estimate reductions in vehicle trips, vehicle miles traveled, and related items such as air quality

improvements and carbon emissions reductions. We will also estimate economic and health benefits of bicycling and walking in Rapid City Area based on models provided by the Pedestrian and Bicycle Information Center.

5.2 Safety Needs Analysis

Concerns about safety are the most common reasons given for not walking or bicycling (or walking and riding more often), according to national and local surveys. Many non-motorized users complain that motorists simply do not see them or are openly hostile on roadways. Bicycle crash research has shown a similar pattern: the most commonly reported bicycle/vehicle crashes occur at busy arterial intersections. Coincidentally, many of these bicyclists involved in accidents are younger people who are often improperly trained. Both of these issues point to the need for increased education – for bicyclists and motorists alike.

Alta will evaluate bicycle and pedestrian safety in two ways: (1) reviewing representative existing bicycle education programs being offered in Rapid City Area and surrounding areas, and comparing these with other programs throughout the state and country, and (2) reviewing the existing 2002 to 2006 Pedestrian and Bicycle Crash Report, looking for trends or repeat crash locations. Information derived from this analysis will be used to identify specific locations needing improvements, plus possible enhancements in motorist, bicyclist, and pedestrian awareness and educational programs.

5.3 Recommended Bikeway/Walkway System Development

The existing conditions evaluation, Steering Committee meetings, public outreach events, and user needs assessment will inform development of the proposed Rapid City Area bikeway and walkway network. The recommended system will also be based on a comprehensive review and analysis of available infrastructure data provided by MPO staff (e.g., traffic volumes and speeds, curb-to-curb widths, etc.), and select locations will be field verified. Network development will also take into account issues such as grades, directness of route, barriers, and system connectivity. This network will include a variety of bikeways, sidewalk improvement projects, and other bicycle/pedestrian capital improvement projects (e.g., traffic calming, bicycle parking, etc.). The network will also incorporate previously proposed and planned facilities (e.g., the current Greenway improvement and others).

Alta will develop high-quality, easily readable maps depicting Rapid City Area's existing and recommended bicycle and pedestrian system. The network will be classified by facility types (e.g., shared use paths, bike lanes, wide shoulders, sidewalks, bicycle boulevards, etc.) adopted by AASHTO, the State of South Dakota, and by the latest research conducted by FHWA on bikeway and pedestrian planning and design.

5.4 Standards and Guidelines

Alta will prepare a set of design guidelines and recommended standards for bicycle and pedestrian facilities. We will draw on our extensive experience preparing design guidelines and toolkits for other agencies throughout the United States, and based on our research conducted for FHWA and other agencies.

The bicycle portion of design guidelines and standards will include recommendations for shared use paths, bike lanes, shoulder bikeways, bicycle boulevards, and bicycle treatments at intersections and interchanges. Bicycle design guidelines also address bicycle signage and bike parking. The pedestrian portion of the guidelines will include discussion of sidewalk design, curb ramps, crosswalks, signal timing, lighting, streetscape features, transit stop infrastructure, and traffic calming elements. For all streetscape elements, we will outline current ADA requirements for curb ramps, minimum passage width, and other features. Alta team members are well versed in current ADA requirements and have worked on ADA plan elements for many communities.

5.5 Project Evaluation/Prioritization Criteria

The recommended bicycle and pedestrian improvements will be ranked according to general planning criteria and submitted to the Steering Committee for review and comment. A Decision Matrix will be used to attach weights to each criterion and determine which recommendations meet the highest number of criteria listed. These criteria will consist of those listed below and others developed with MPO staff, the Steering Committee and other local agency representatives.

- Suitability for bicycling and/or walking without improvements
- Suitability for bicycling and/or walking with improvements
- Closure of critical gap
- Improvement that serves an immediate safety need
- Destinations served
- Enhances system connectivity
- Geographic distribution of Planning Area coverage
- Segment which will attract high usage
- Current availability and/or suitability of right-of-way
- Cost effectiveness
- Projected reduction in vehicle trips and vehicle miles traveled
- Integration into the existing local and regional bikeway/walkway system
- Interface with other transportation modes (e.g., transit, intercity rail, etc.)
- Local political and community support

5.6 Support Facilities

Support facilities for bicycle systems include signal loop detectors, lighting, signing, bicycle repair shops, bicycle racks and lockers, bike racks on buses, shower facilities, and staging areas at trailheads. Support facility types will be described and classified whenever possible. For example, the Bicycle Federation of America defines lockers as Class I, covered locking racks (Class II), and exposed racks as Class III.

Recommended improvements and standards will be described as a series of specific standards, except at major destinations such as regional parks, where the actual

number and type of support facilities will be identified. An example of a performance standard is a recommendation to provide storage facilities at all new office buildings at the rate of one space per 20 employees or 6,500 square feet.

Our recommendations will also include actions such as improved access to local and regional transit and commuter rail, bike racks on buses, methods of improving bicycle security such as Bike Corrals (card-access secure areas), bike storage areas in attended parking lots and garages, building access and restriction guidelines based on the City of Portland, Oregon's extensive bike parking guidelines, and recommended designs for bike racks and lockers.

5.7 Multi Modal Connections

Alta will recommend network improvements to provide links to public transit including Rapid Ride, and the Transit Center. We will recommend ways to improve opportunities for people to use bicycles and public transit together.

5.8 Recommended Pedestrian Improvements

Based on our findings from the existing conditions analysis and needs analysis, the Alta Team will develop specific recommendations to improve the pedestrian environment in the Rapid City Area. The primary focus will be locations having the highest numbers of recorded pedestrian crashes. The secondary focus will be areas documented as having the highest level of pedestrian activity.

We will propose specific improvements and prepare detailed project sheets for five of the highest priority locations. Recommendations may include such intersection enhancements as, but not limited to:

- New crosswalks
- Enhanced crosswalks
- Refuge islands
- New pedestrian signals
- Improved signage or pavement markings
- Curb extensions
- In-pavement flashing markers
- Countdown signals
- Wider sidewalks
- Transit access
- ADA ramps or improvements to existing ramps.

5.9 Education, Encouragement, Enforcement, and Evaluation Strategies

Becoming a truly pedestrian- and bicycle-friendly community requires a multi-faceted approach, utilizing strategies beyond the traditional engineering and infrastructure projects. By employing several innovative approaches, the Rapid City Area has potential to become a model bicycling and walking community.

We strongly believe that Rapid City Area could greatly benefit from a well-balanced non-motorized improvement plan. Strategies to address the "other E's" – education, encouragement, enforcement, and evaluation – will be included in the Plan to help

the Rapid City Area approach the need for improvement of the biking and walking environment from all angles.

Alta will develop a “Best Practices – 4 E’s” report identifying potential changes to improve bicycle and pedestrian education, encouragement, enforcement, evaluation, and public outreach efforts. These recommendations will be based both on results of the previous tasks that identified problem areas plus experience gained in communities around South Dakota and the United States. These recommendations may include:

- Bicycle and Pedestrian Awareness Campaign: A multi-media effort to promote awareness of bicyclist and pedestrian and motorist rights and responsibilities.
- Bicycle and Pedestrian Education Programs: To teach adults and school children how to properly ride bicycles, wear helmets and cross streets through Bike Rodeos or other methods.
- Safety Enforcement: Targeted enforcement efforts at key intersections to provide warning for infractions such as stop sign running, wrong way riding, jaywalking and other common offenses can yield the most effective results.
- Evaluation: Strategies to measure the Rapid City Area’s progress toward becoming a more walkable and bikeable community (e.g., annual user surveys, review of crash data since Plan adoption; bicycle/pedestrian counts, etc.).
- The report will present the programmatic recommendations as short-, medium-, and long-term priorities.
- This section of the report will also include discussions of the economic, environmental and community impacts of increasing the biking and walking mode share.

5.10 Draft Bicycle and Pedestrian Master Plan

Alta will prepare a Draft Bicycle and Pedestrian Master Plan composed of tasks and deliverables completed up to this point, including review of existing plans and legislation, existing conditions inventory and assessment, user needs assessment, recommended walkway and bikeway network, project development and prioritization, cost opinions, and implementation plan. Alta will submit up to 30 hard copies of the Plan to the MPO for staff and Steering Committee review.

Task 5 Products

- Draft Rapid City Area Bicycle and Pedestrian Master Plan
- Presentation of the plan at the following:
 - Rapid City Council
 - Rapid City Area Metropolitan Planning Organization’s Citizen’s Advisory Committee
 - The MPO’s Technical Coordinating Committee
 - The MPO’s Executive Policy Committee

Task 6 – Final Bicycle/Pedestrian Master Plan

Following the MPO staff's review and approval of the Master Plan, Alta will make revisions and prepare the final version of the Plan to be presented to elected officials and to be made available to the public. We assume that presentations to the Rapid City Council, MPO Citizen's Advisory Committee, MPO Technical Coordinating Committee, and/or MPO Executive Policy Committee can be made during one three (3) day trip, and/or on the same day as one of the public workshops/ Steering Committee meetings. We will provide up to 30 hard copies of the Final Master Plan, 1 unbound reproducible copy, and an electronic copy (MS Word and PDF) for future duplicating needs.

Task 6 Products

- Final Rapid City Area Bicycle and Pedestrian Master Plan
- Presentation of the plan at the following:
 - Rapid City Council
 - Rapid City Area Metropolitan Planning Organization's Citizen's Advisory Committee
 - The MPO's Technical Coordinating Committee
 - The MPO's Executive Policy Committee

Task 7 – Implementation Plan

7.1 Top Priority Project Description Sheets

The project evaluation and prioritization matrix in Task 5.5 and the programmatic strategies in Task 5.9 will provide the MPO staff clear direction on where to allocate resources first. To better assist the MPO in securing grants or other funding, Alta will develop project description sheets for the top 5 priority projects. Detailed project description sheets can serve as an excellent tool for future implementation funding applications. Project sheets will describe key characteristics of each proposed route or route segment including:

- Street, roadway or corridor name
- Geographic location
- Proposed facility type(s)
- Dominant land use
- Dominant users (commuter, recreational, etc.)
- Key safety issues
- Project cost opinions
- Jurisdictional responsibility
- Required actions

7.2 Phasing Plan

Alta will work closely with MPO staff throughout the selection and ranking process, lending expertise on project funding and planning. We will develop an Implementation Plan based on the ranking outcome combined with (a) funding availability and requirements, (b) other programmed transportation improvements, (c) eliminating an immediate bottleneck or safety hazard, and (d) ensuring that the system grows rationally rather than as a series of disconnected pieces over time.

Based on the recommended phasing schedule, cost information, and funding opportunities, we will produce a final priority list and 20-year Financial Plan clearly identifying funding requirements by year for the life of the Plan, along with estimates of local matching funds. This will include estimates of operating and maintenance costs that are usually borne by local governments. An Implementation Plan for fundable, high-priority projects over the next 5 years will be developed, along with an unconstrained implementation plan for the next 20 years. The MPO will be able to add these projects to the Long-Range Transportation Plan.

Alta will suggest code and ordinance revisions for both cities in the study area.

Maintenance and other operating expenses (including added policing costs) will be estimated based on experiences in comparable regions. A recommended maintenance program will be developed that identifies minimum tasks and schedules including erosion control, street sweeping, surface repair, and other efforts.

7.3 Cost Opinions

Supplementing the bikeway and walkway system maps, Alta will develop a project list with planning-level cost opinions. The list will include detailed information on each proposed bikeway/walkway segment length, corridor condition, and other information. The cost opinions will include estimated construction costs, planning, design, engineering and contingency costs, and the project list will note areas where right-of-way acquisition is necessary. Alta will use the latest unit costs available from the Rapid City Public Works and Parks and Recreation departments in conjunction with the most recent figures available from comparable communities in South Dakota. Each project segment will be evaluated according to an estimated cost-per-mile and estimated ongoing maintenance and operation costs by implementation phase based on comparable experiences.

7.4 Potential Funding Sources and Opportunities

Our team has successfully helped communities around the country apply for and receive over \$30 million in funding for pedestrian and bicycle facilities. Our staff has excellent contacts at FHWA, Rails-to-Trails Conservancy, ITE, and APA, which allows us to monitor applications and gain an understanding of funding criteria. Our team is familiar with virtually all State and Federal sources of bicycle and pedestrian funding, including funding sources in the SAFETEA legislation. We are also aware that funding is much more likely from all sources when it comes from a variety of local, State, Federal, and public and private sources. In other words, most funding sources prefer to “leverage” other funds rather than provide the bulk of funding themselves.

We will identify potential matching and major funding sources, associated criteria and requirements. Costs of the phased improvements will be compared with funding needs, so that long term programming for local matching funds can be accomplished.

Staff assigned to this project have helped over 50 cities, counties, and regions around the United States receive funding. This funding has come from a variety of sources, including:

- Local public works and parks and recreation CIP budgets
- State agencies
- Federal government
- SAFETEA-LU (composed of eight separate funding sources)
- Non-profit organizations
- Corporate sponsors
- Zoning requirements
- Development fees
- Air quality grants
-

Task 7 Products

Up to 5 Project Description Sheets

Memorandum describing potential funding sources and opportunities; and
Master Plan Implementation Plan

Task 8 – Safe Routes to School Meetings, Walking Audit and Maps

8.1 SRTS Introduction Meeting with PTOs , Interested Parents and Principals and SRTS Survey

Alta will facilitate one meeting with principals and PTO reps to explain SRTS, gather their comments and then a follow up survey to gather their thoughts on SRTS in Rapid City. The information gathered will be summarized in an SRTS summary memo.

8.2 Walking Audit (one school)

Alta will meet with interested school reps on site discuss an SRTS program, walk the school grounds and neighborhood (4 to 5 blocks around school), we will return to school to debrief. Alta will provide a summary memo and photos of findings.

8.3 Add a Map of Audit Recommendations (one school)

In addition to Walking Audit summary notes developed above, Alta will create a map of recommendations suitable for a grant submittal.

8.4 Walking Route Map for One School

The client will provide GIS data of signals and stop sign locations, crossing guard info provided by client, some field work necessary to gather crosswalk data. Alta will develop a sample Walking Map for one school. The map will be useful to parents and school staff when they help students make walking or biking route decisions.

Task 8 Products

SRTS Meeting with interested parents, PTOs and Parents

Survey data and summary SRTS Memo

Walking Audit summary memo (one school)

Walking Route Map (one school)

Ongoing Task: Project Management

Project Management Procedures

We understand that producing a high-quality project that meets the client's financial and schedule requirements necessitates an understanding of the community's needs, the improvement program elements, construction costs and methods, as well as the specific site conditions. Managing a project effectively requires communication skills in order that each team member shares a common expectation of the project outcome.

Throughout the planning process, Alta's project manager will be in regular contact with MPO staff to keep them apprised of the project effort and to seek their input at key decision points. This will include face-to-face meetings, e-mails, phone calls, faxes, and written documents. We will produce monthly progress reports summarizing tasks completed, and outline tasks to be completed over the next 30 days. In addition, Alta will produce detailed meeting minutes summarizing the discussion items and will include a list of follow-up tasks and the responsible party for each task. At the completion of each major work task, Alta will produce a technical memorandum with accompanying maps and graphics. These memoranda will assure all involved participants are "on the same page" and will serve as the basis for the final master plan elements.

Fee Statement

Alta will complete the work stated above on a time and materials basis for a fee not to exceed:

\$72,000

Exhibit B - Rapid City Area Bicycle and Pedestrian Master Plan Schedule

Task	Jan	Feb	March	April	May	June	July	Aug
PROJECT INITIATION								
Kick-Off Meeting								
TASK 1. REVIEW OF EXISTING REGIONAL BICYCLE AND PEDESTRIAN FACILITIES								
TASK 2. INVENTORY AND MAPPING OF EXISTING BICYCLE FACILITIES								
TASK 3. MEETINGS WITH STEERING COMMITTEE (6 MTGS)								
TASK 4. PUBLIC PROCESS (2 MTGS)								
TASK 5. DRAFT BICYCLE AND PEDESTRIAN TRANSPORTATION NETWORK AND BICYCLE/PEDESTRIAN MASTER PLAN								
TASK 6. FINAL BICYCLE /PEDESTRIAN MASTER PLAN								
TASK 7. IMPLEMENTATION PLAN								
TASK 8. SRTS WORK								
PRESENTATION OF BICYCLE AND PEDESTRIAN MASTER PLAN								
Draft Bicycle and Pedestrian Master Plan (4 presentations)								
Final Bicycle and Pedestrian Master Plan (4 presentations)								

Exhibit C - Billing Rates

Atla Rates

Name	Classification	Hourly Rate	Overhead	Total
Michael Jones	Principal	\$73.81	2.2684	\$167.43
Ann Freiwald	Planner	\$31.25	2.2684	\$70.89
Joe Gilpin	Planner	\$26.50	2.2684	\$60.11
Kim Voros	Planner	\$19.91	2.2684	\$45.16
Steve Durrant	Senior Associate	\$42.04	2.2684	\$95.36
Jessica Roberts	Program Manager	\$26.92	2.2684	\$61.07
Catherine Cibor	Project Assistant	\$18.21	2.2684	\$41.31

KLJ Rates

Name	Classification	Hourly Rate	Overhead	Total
Bob Shannon	Engineer III	\$40.74	2.73	\$111.22
Michael Burroughs	Surveyor II	\$20.75	2.73	\$56.65
Mike Bender	Landscape Architect I	\$27.79	2.73	\$75.87

RDG Rates

Name	Classification	2009 Hourly Rate*	Overhead	Total
Martin Shukert	Principal	\$51.32	2.2266	\$114.27
Cory Scott	Planner	\$22.79	2.2266	\$50.74

Exhibit D - Cost Estimate

Task	PIC M. Jones	Proj. Man. A. Freiwald	APM J. Gilpin	Planner K. Voros	Program Manager J. Roberts	RDG Staff	KL and J Staff	Total Labor (hours)
Project Initiation	8	12				8	8	36
1. Review of Existing Regional Bicycle and Pedestrian Facilities		28	4	12		1	8	53
2. Inventory and Mapping of Existing Bicycle Facilities	1	12	4	24			20	61
3. Meetings with Steering Committee	8	48	8			6	24	94
4. Public Process		40	24	4		16	16	100
5. Draft Bicycle and Ped Network and Master Plan	4	30	8	44	12	16	24	138
6. Final Bicycle and Pedestrian Master Plan		8	4	28		4	4	48
7. Implementation Plan	3	16	8	20	2	8	32	89
8. SRTS Tasks		16		20				
Meeting Presentations (8 Mtgs Total)	8	48						56
Total Hours	32	258	60	152	14	59	136	711
Hourly Rate	\$120	\$90	\$75	\$60	\$70	\$120	\$100	
Total Labor Costs								\$62,340
Direct Costs								\$9,660
GRAND TOTAL, LABOR & DIRECT COSTS								\$72,000