

November 10, 2020

Kristen Lohse, ASLA
Toole Design Group
2 Oliver Street, Suite 305
Boston, MA 02109

RE: Richmond Bike/Ped Master Plan

Dear Ms. Lohse:

Please consider this a formal notice to proceed with work on the Richmond Bike/Ped Master Plan according to tasks outlined and budgeted in the draft Scope of Work (SOW) dated September 22, 2020. The scope will be finalized at the kick-off meeting with the project steering committee on November 12, 2020 which is Task 1.1 of the SOW.

You are authorized to spend up to a maximum limiting amount of \$40,000 for these services. Funding for this project will be under task 2.3.7.5 Richmond Bike/Ped Master Plan in the CCRPC's Unified Planning Work Program (UPWP). Any additional costs must receive prior approval from the CCRPC project manager.

Sincerely,



Bryan Davis, AICP
Senior Transportation Planner

Cc: Mike O'Brien, Chair, CCRPC Board
Bard Hill, Richmond Representative, CCRPC Board
Ravi Venkataraman, Richmond Town Planner
Amy Bell, Planning Coordinator, VTrans
Charlie Baker, Executive Director, CCRPC
Eleni Churchill, Transportation Program Manager, CCRPC
Forest Cohen, Senior Business Manager, CCRPC
Lucy Gibson, Principal in Charge, Toole Design Group
Nick Jackson, Vice President, Toole Design Group

DRAFT SCOPE OF SERVICES FOR

Richmond Walk, Bike, and Trails Plan

September 22, 2018

Introduction

As part of the Chittenden County Regional Planning Commission's (CCRPC) FY21 work plan, \$40,000 has been allocated to help the Town of Richmond, VT create a master plan to guide the establishment of a Complete Streets network that will include off-road connections and trails. Project goals include identifying existing streets and trails, as well as potential off-road connections, that can be incorporated into the future network, and analyzing Town and state roads to determine their respective potential to be upgraded.

Toole Design is providing this scope of work for the Walk, Bike, and Trail Plan in Richmond under the Chittenden County Regional Planning Commission (CCRPC) on-call contract. This scope of services was prepared in response to the request from the Richmond Transportation Commission meeting on September 3, 2020.

Toole Design will perform the tasks outlined below. This work will include planning, community engagement and Steering Committee meetings, documentation of existing conditions, development of a draft network plan and associated facilities recommendations, prioritization and implementation strategies, and master plan document and associated maps.

General Assumptions

1. The project duration will be up to 9 months, and generally follow the project schedule developed by Toole Design and approved by CCRPC and the TOWN.
2. The study area will be as shown on the attached map.
3. CCRPC and the TOWN will be responsible for coordinating the distribution of deliverables among local and regional departments for review and comment. CCRPC and the TOWN will be responsible for collecting review comments, resolving conflicting comments, and submitting one set of consolidated non-conflicting comments to Toole Design for each submittal.
4. The following will be provided by CCRPC and the TOWN or its partners:
 - GIS data
 - Plans, policies and other documents that are not easily retrievable from online sources.
5. All deliverables will be provided by Toole Design in PDF and original formats (e.g., Word, Excel, PDF, Illustrator, InDesign, or shapefiles) as requested by CCRPC and TOWN.
6. The costs shown in Attachment B (Task Fee Schedule) assumes one (1) round of comment/revision for each deliverable. Additional rounds of comment/revision will be

considered additional service, and based on project health, additional fee may need to be negotiated prior to Toole Design proceeding with that task.

7. Budget may be transferred between tasks by Toole Design, in consultation with the CCRPC and the TOWN Project Managers, provided the total contract amount is not exceeded and the transfer is reported in the monthly progress report.

Task 1: Project Management and Coordination

In this task, Toole Design will organize, manage, and coordinate the services required to perform the scope of work. Toole Design will provide project management to facilitate efficient progress on the project and will maintain ongoing, clear communication with the CCRPC and Town Project Managers.

1.1 Kickoff meeting

Toole Design will facilitate a kick-off meeting to review the scope of work, confirm the goals and limits of the project, set a schedule, discuss critical issues, and discuss the project's purpose and need. Toole Design will prepare meeting notes summarizing the meeting and propose a draft purpose and need statement.

1.2 Ongoing communication with Project Manager

Ongoing communication includes email and phone correspondence. All project management meetings will be done via phone unless scheduled with other in-person meetings. Brief monthly project management check-in calls will be scheduled with the CCRPC and Town project managers.

Meetings:

- Kick-off meeting
- Monthly calls

Task 1 Deliverables:

- Kickoff Meeting agenda and notes, including draft purpose and need statement
- Monthly progress reports on task completion and budget status
- Brief monthly project management phone calls to discuss project progress and issues, with agenda and action items

Task 2: Community Engagement

Engagement for the Plan will include working with the general public, key stakeholders, and a project steering committee composed of organizations and individuals with a special interest in the plan outcomes. The goal will be to solicit a broad range of input and develop support for the plan recommendations.

Covid-19 Update

The community engagement scope of work reflects Toole Design's approach, including in-person

meetings, and are assumed to begin once/if social distancing measures are no longer necessary. However, given the uncertain nature of this unprecedented public health crisis, we are prepared to embrace a fully online approach.

2.1 Engagement Plan

Toole Design, in coordination with the Town and CCRPC staff, will develop a brief Community Engagement Plan (CEP), which will include work with a steering committee made up of key stakeholders and organizations the Town will partner with to reach a broad and representative group of residents. The plan will include strategies to ensure inclusive and equitable engagement of the full community. The CEP will state initial goals, messages, events and engagement tools (on-line surveys and map, social media), a schedule, and an approach to public noticing of events. Toole Design will attend and facilitate up to two (2) public meetings. *Toole Design assumes the Town and/or CCRPC will also promote the event through non-digital platforms (e.g., flyering at local grocery/general stores, commercial/downtown areas, and trail entrances).*

It is anticipated that there will be two engagement phases: first, a presentation and confirmation of existing conditions and project goals, and second, a sharing of draft recommendations. Feedback will be gathered in both phases. Given the project budget, the final plan (reviewed and vetted the Town) will be shared publicly, but public feedback will not be solicited. Materials provided for outreach and steering committee presentations will be developed through Task work or otherwise intended for the final Plan document.

2.2 Steering Committee Meetings

The Town, along with CCRPC will identify members of and assemble the steering committee. Toole Design, along with the Town and CCRPC PMs, will work with the Committee members to help guide the planning process. It is anticipated that the first meeting with the committee will serve as the kick-off meeting for the project. Toole Design will be responsible for preparing presentation materials. Toole Design will attend up to three (3) steering committee meetings.

2.3 Engagement Event

For Phase 1 of the engagement, community members will be invited to provide input on what types of improvements they feel are needed to make Richmond more comfortable to bike and walk. Toole Design proposes one interactive online open house early in the project, and if applicable, a social media campaign (Facebook and Twitter) to promote the open house. Toole Design will be responsible for all meeting materials. For Phase 2 of the engagement, the plan will be posted to the CCRPC website for review, and the community will be asked to help prioritize projects.

2.4 Interactive Web map and Survey

Toole Design will develop an online interactive map to collect geographically specific information about issues affecting walking and bicycling travel, such as informal connections, desirable routes, gaps or maintenance issues, challenging crossings, demand for bike parking, etc. The interactive map will also host a short survey.

Feedback from Phase 1 of the engagement will inform the draft recommendations.

2.5 Input and Engagement Summary

The feedback from the steering committee, engagement event, web map and survey into a summarized report or memo, describing how the input informed the plan recommendations.

Task 2 Deliverables

- Community Engagement Plan
- Up to 3 meetings with Steering Committee
- Engagement event (on-line open house)
- Interactive Web map and survey; web map input and survey summary
- Report summarizing community input

Task 3. Existing Conditions Review and Analysis

In this task, Toole Design will evaluate current conditions as well as previous and ongoing planning efforts. Toole Design will work with Town staff to create an existing conditions data set based on a review of relevant plans, studies, and future projects provided by Town, CCRPC, and VTrans staff. This will ensure consistency with other adopted plans and provide a baseline for making recommendations.

3.1 Plan and policy review

Toole Design will gather and review publicly available planning and project plans and studies to document the project's compatibility with other planning initiatives. Relevant Planning and Project Plans includes but is not limited to

- Village - School - Park & Ride Connections in Richmond, VT: Survey Report on Bike & Pedestrian Needs, 2019
- Vermont Route 2 Bicycle and Pedestrian Scoping Report, 2014
- Bridge Street Bicycle & Pedestrian Feasibility Study Final Report, 2010
- Richmond, Vermont Town Plan, 2018
- Chittenden County Active Transportation Plan, 2017
- Chittenden County ECOS Plan, 2018

3.2 Existing Conditions Analysis

Toole Design will work with Town staff to create an existing conditions data set to understand the existing walking and biking and off-road trail networks in Richmond. Our team will obtain and review materials from the Town, CCRPC, and VTrans staff, including relevant GIS data. Toole Design will prepare a GIS base map of the study with the following data (based on availability):

- a. Parcel data and property ownership
- b. Right-of-way and/or street centerlines
- c. Pavement and right-of-way widths
- d. Terrain/contours
- e. Bicycle facilities

- f. Sidewalks
- g. Curb ramps
- h. Paved and unpaved paths, off-street trails
- i. Posted speed limits
- j. Average Daily Traffic (ADT)
- k. Bicycle/pedestrian counts (if available)
- l. Collision data
- m. SRTS (if Town participates)
- n. Information on maintenance protocols (such as new removal)
- o. Demographic data, as available

In addition, to get a full understanding of site constraints, Toole Design will obtain and review available natural and cultural resource data including:

- Natural Resources
 - Wetlands
 - Lakes/ponds/streams/rivers
 - Floodplains
 - Rare, threatened, or endangered species
 - Soil conditions and agricultural resources
 - Hazardous wastes
 - Forest land
- Cultural Resources
 - Historic
 - Archaeological
 - Architectural
 - Section 4(f) and 6(f) properties

Toole Design will use the information collected in Task 3.2 to create a summary and synthesis of existing conditions. A key work product will be a GIS inventory of walking and bicycling facilities in the Town based on project data and input obtained from the Planning and Zoning Department, Highway Department, and other stakeholders.

3.3 Identify Points of Origination and Destination

Toole Design will identify key points throughout the Town that generate walking and bicycling—for both recreation and transportation—such as schools, shopping, historic sites, access to transit, parks and open space as well neighborhoods with populations with limited access to an automobile. This task will also incorporate input from the interactive map and engagement activities. Maps will also include existing and planned projects connecting these points, which will help identify walking and biking network gaps.

3.4 Identify Opportunities and Constraints

For this task, Toole Design will create annotated maps that illustrate key plan opportunities and constraints. Opportunities to be considered will include planned regional projects or investments where

the Town can adopt a Complete Streets approach and “piggyback” on other projects to cost-effectively achieve plan goals. Constraints will include barriers such as narrow rights-of-way, historic areas, scenic roads, and protected environmental resources. We will also consider synergies with Safe Routes to School, the Bridge Street study, and county-wide initiatives.

3.5 Existing Conditions Memo

Work produced in tasks 3.1-3.4 will be compiled in a memo, for review by the CCRPC and Town PMs, with one round of revisions.

Task 3 Deliverables

- Existing Conditions Summary memorandum
- GIS map (pdf) and database of existing conditions
- Origination and Destination map
- Report narrative of opportunities and constraints representative of conditions.

Task 4: Network Development

4.1 Draft Network and Facilities Recommendations

Toole Design will develop a draft bikeway, walkway, and trails network using the data collected and analyzed during the previous tasks, as well as input received from the Steering Committee and the public via engagement opportunities and the interactive map. The draft bikeway, pedestrian, and trails network, with specific facilities recommendations, will respond to identified barriers, gaps, needs, and opportunities. Toole Design will perform a field visit to verify reported issues, take photographs, and investigate challenges and opportunities. The draft network will be vetted first with CCRPC/Town staff, then, after any needed revisions, with the Steering Committee and the wider community during Phase 2 of the engagement effort.

4.2 Final Network and Prioritization

Toole Design will gather all input received on the draft network and convene a meeting with the CCRPC/Town staff to discuss and finalize recommendations. Once the network has been finalized, each recommendation will be assigned priority and feasibility ratings. Toole Design will propose a methodology for rating projects and then conduct the prioritization. Input from Phase 2 of the engagement will also be incorporated into the engagement.

Task 4 Deliverables and Meetings

- Meeting to review community input and feedback
- Field work for confirmation of recommendations
- Draft bike, pedestrian, and trails network map
- Prioritization methodology
- Report summary of facility and infrastructure recommendations including high, medium and low priority and feasibility rankings.

Task 5. Assemble the Master Plan

In Task 5, Toole Design will compile all task findings, maps, analyses, and data into a draft report that summarizes project outcomes. The report will describe the study process and document the collaboration that took place with the public and stakeholders.

5.1 Draft Plan

A Draft Plan will cover the following:

- Executive summary of significant findings and recommendations
- Overview of planning process
- Identification of locations where specific improvements are needed to address constraints and create a connected system.
- An implementation plan for network and trail recommendations (e.g., from low-cost, short-term projects to longer-term capital projects) and encouragement and education programs to promote walking, bicycling, and trail use.
- Alternatives plan and analysis including general design solutions for each roadway or path segment in the network (i.e., sidewalk, shared-use paths, bike lanes, bicycle boulevards, separated bike lanes, new crossings, etc.) and a proposed method of accomplishing the recommended design treatment (i.e. trail construction or improvements, traffic calming, wayfinding, parking adjustments or reconstruction).
- A maintenance and management plan, include off-road connections

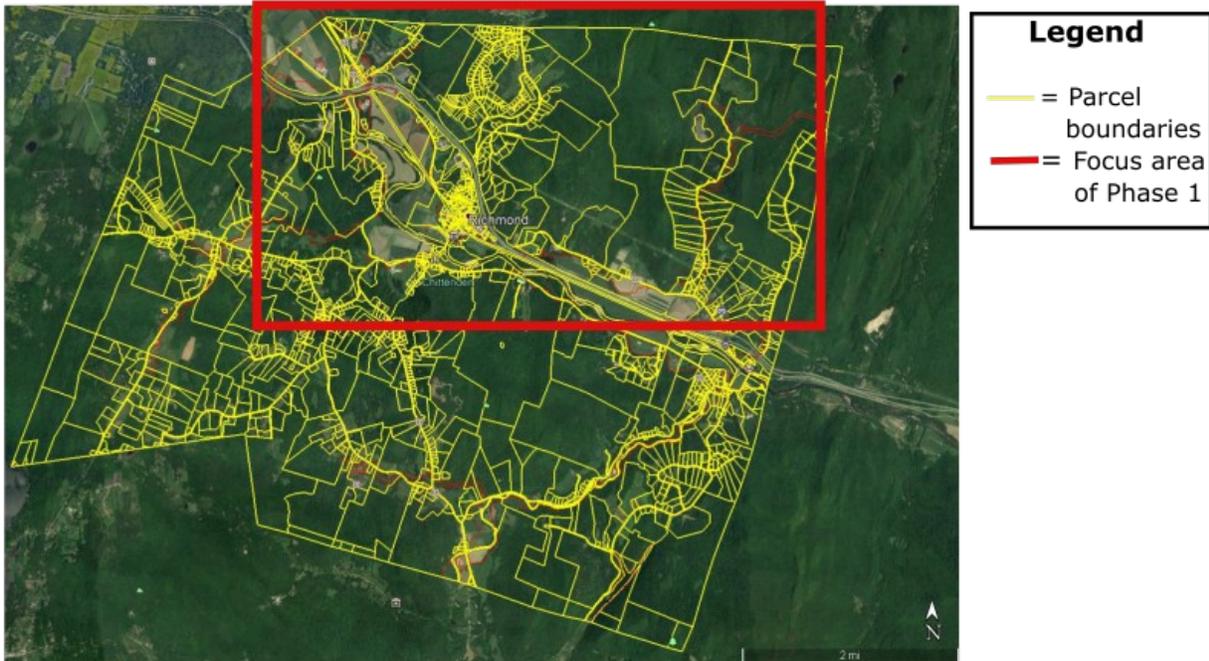
5.2 Final Plan

The final plan will incorporate review comments on the draft plan and will be resubmitted for review, with one round of comments.

Task 5 Deliverables

- Draft and Final Report (PDF)
- Final map files

Phase 1 of Town of Richmond Bike/Ped Master Plan



Map 1: Town of Richmond with focus area of Phase 1 in red



Map 2: Focus area of Phase 1

November 3, 2020

Ms. Jenn Conley, PE, PTOE
VHB
40 IDX Drive
Building 100, Suite 200
South Burlington, VT 05403

RE: Richmond – Bridge Street Complete Streets Corridor Study

Dear Ms. Conley:

Please consider this a formal notice to proceed with work on the Bridge Street Complete Streets Corridor Study according to tasks outlined, discussed, and budgeted in the Scope of Work dated October 26, 2020.

You are authorized to spend up to a maximum limiting amount of \$40,000 for these services. Funding for this project will be under task 2.3.13.6 Bridge Street (Richmond) Complete Streets Corridor Study in the CCRPC's Unified Planning Work Program (UPWP). Any additional costs must receive prior approval from the CCRPC project manager.

Sincerely,



Jason Charest, PE, PTP
Senior Transportation Planning Engineer

Cc: Mike O'Brien, Chair, CCRPC Board
Bard Hill, Richmond Representative, CCRPC Board
David Sander, Selectboard Chair, Town of Richmond
Josh Arneson, Town Manager/Richmond Representative, Town of Richmond/CCRPC TAC
Ravi Venkataraman, Town Planner, Town of Richmond
Amy Bell, Planning Coordinator, VTrans
Charlie Baker, Executive Director, CCRPC
Eleni Churchill, Transportation Program Manager, CCRPC
Forest Cohen, Senior Business Manager, CCRPC



To: Jason Charest, CCRPC
Ravi Venkataraman, Town of Richmond
Richmond Transportation Committee

Date: October 26, 2020

Memorandum

Project #: TBD

From: Jennifer Conley, PE, PTOE

Re: **Technical & Cost Proposal**
Bridge Street Complete Streets Corridor Study
Richmond, Vermont

This proposal outlines the background, proposed scope of work, and budget to conduct a Corridor Study for Bridge Street in Richmond, Vermont.

Project Overview

This project looks at improvements on Bridge Street to create a more Complete Street that better accommodates non-automobile modes. In 2010, CCRPC (CCMPO at that time) and the Town of Richmond conducted the Bridge Street Bicycle & Pedestrian Feasibility Study ("2010 Study") which reviewed the Bridge Street corridor between Route 2 and Cochran Road and made recommendations for corridor improvements. Those improvements included changes to roadway cross sections to include sidewalks and some roadway widening as well as new crosswalks at a number of locations. Since that time there has been development along the corridor which makes the need for pedestrian accommodations more critical.

The Town of Richmond has identified three areas of concern that this study should focus on that are listed below and illustrated in the figure on the following page:

- East side of Bridge Street from Route 2 to Jolina Court
- Bridge Street at Railroad Street and Jolina Court
- Bridge Street at Cochran Road and Huntington Road

This current scope of work will build on the 2010 Study, considering the development that has occurred since that study and the infrastructure and mobility needs that have developed as a result.



Scope of Work

Task 1 –Existing Conditions and Project Team Meeting #1

There is a lot of existing information available about the project area, including recommendations from prior studies, aerial mapping, traffic data, natural resources data, and tax parcel mapping. VHB will assist the CCRPC to compile available information and CCRPC will assemble it into a base map for reference at the Project Team Meeting and Local Concerns Meeting.

VHB will prepare for and attend Project Team meeting #1 to review the scope of work and schedule, discuss previous planning efforts along Bridge Street, review overall project goals, and begin to articulate known issues and opportunities along the corridor. VHB will prepare a meeting agenda and notes. Weather and Covid regulations permitting, a site walk will be conducted following the meeting.

Deliverables: Corridor Base Map, Project Team meeting agenda and notes

Task 2 – Local Concerns Meeting and Purpose & Need Statement

VHB, in coordination with the CCRPC and Town, will organize, facilitate, and document a Local Concerns Meeting. The target audience for this meeting will be residents and business-owners along the corridor as well as the broader Richmond community. The meeting will be advertised on the CCRPC and Town of Richmond websites.

This meeting may be held jointly with the Richmond Transportation Committee. The meeting will include an overview of the project area and in a charette style event, gather input from attendees on issues and opportunities for enhancing multimodal mobility and safety along the targeted areas of Bridge Street. VHB will compile and summarize comments from the meeting. Given the current restrictions around in person meetings due to Covid, it is anticipated that this meeting will be conducted virtually.

Following the completion of the meeting, a draft Purpose and Need Statement will be circulated for review.

Deliverables: Local Concerns Meeting presentation, materials, and notes; draft and final Purpose & Need Statement

Task 3 – Alternatives Identification and Assessment

Based on input provided at the Local Concerns Meeting and by the Project Team, VHB will complete the following:

- **Targeted Topographic Survey:** VHB will survey locations where existing constraints (grading, right of way, natural resources, utilities, etc.) may limit the feasibility of alternatives in the targeted sections of Bridge Street.
- **Develop Draft Alternatives:** Develop draft concept plans for up to three design alternatives for each of the target areas identified. The design alternatives will generally include plan view and typical section graphics along with relevant notes (e.g. issues, constraints, private property impacts etc.) on each plan. The alternatives

will include investigations of a various methods to better accommodate human powered modes through sidewalks, crosswalks, shared use paths, and bike lanes (separated or adjacent) along different alignments and resulting parking/roadway cross-section themes.

- **Draft Alternatives Evaluation:** A Draft Alternatives Evaluation Matrix will be prepared to assist in the comparison of the alternatives against a No Build condition. The matrix will include: conceptual cost estimate, natural resource impacts, traffic operations impacts, safety impacts, right-of-way impacts, level of non-motorized accommodations, and potential permit requirements.
- **Project Team Meeting #2:** VHB will prepare for and attend a Project Team meeting to review the Draft Alternatives Assessment and prepare for the Draft Alternatives Review Public Meeting.

Deliverables: Draft Concept plans, Draft Alternatives Evaluation Matrix, Project Team meeting agenda and notes

Task 4 – Draft Alternatives Presentation Meeting

VHB, in coordination with the CCRPC and Town, will organize, facilitate, and document a Draft Alternatives Presentation Meeting. The target audience for this meeting will be residents and business-owners along the corridor as well as the broader Richmond community. The meeting will be advertised on the CCRPC and Town of Richmond websites. This meeting may be held jointly with the Richmond Transportation Committee. The meeting will include an overview of the project goals, Purpose & Need, and draft alternatives evaluation. VHB will compile and summarize comments from the meeting.

Deliverables: Public meeting presentation, materials, and notes

Task 5 – Identification and Advancement of Preferred Alternative and Project Team Meeting #3

VHB, in coordination with the CCRPC and Town, will revise the Draft Alternative concept plans and Evaluation Matrix as a result of comments and feedback received at the Draft Alternatives Presentation Meeting. VHB will present the updated documents to the Project Team for review and selection of a recommended set of concepts. VHB will advance the recommended alternative designs in the targeted areas to a preliminary level. VHB will compile and summarize notes from the meeting.

Deliverables: Project Team meeting presentation, materials, and notes

Task 6 – Preliminary Plans & Final Technical Memorandum

Under this task, VHB will complete the following:

- **Preliminary Plan:** A plan will be prepared depicting the preferred alternative for the targeted areas. Preliminary plans advance conceptual plans to adding details such as width and depth transitions, drives, drainage, traffic signs, and pavement markings. Cross sections are templated, and quantities are estimated.

- **Draft Complete Streets Technical Memorandum:** Prepare a brief technical memorandum outlining a summary of existing conditions, an overview of the public outreach process, the alternatives development and evaluation process, and the preferred alternative.
- **Richmond Selectboard Meeting:** VHB will provide the CCRPC with materials for a presentation with the Richmond Transportation Committee to the Selectboard to present the preliminary design plans and seek an endorsement of the recommended preferred alternative.
- **Final Complete Streets Technical Memorandum:** Prepare a final document that addresses comments from the Project Team and Richmond Selectboard.

Deliverables: Preferred alternative plan, draft and final Technical Memorandum, Selectboard presentation, materials, and notes

Schedule

Assuming a Notice to Proceed is issued by October 26, 2020, VHB anticipates the Project advancing according to the schedule outlined below:

- Project Team Meeting #1: early November 2020
- Existing Conditions Assessment: November 2020
- Local Concerns Meeting: November 2020
- Alternatives Assessment: December – February 2021
- Project Team Meeting #2: February 2021
- Alternatives Presentation Meeting: March 2021
- Project Team Meeting #3: March 2021
- Preliminary Plans and Design Memo: April - May 2021
- Presentation to Selectboard: June 2021
- Final Plans and Design Memo: June 2021

Budget

The table below provides a summary of estimated labor hours by task as well as the overall estimated Project budget to coincide with the Scope of Services presented above.

TASK DESCRIPTION	Bridge Street Complete Streets Corridor Study								Total Hours	Labor Costs
	COST SUMMARY									
	Project Manager	Senior Engineer	Planner/ Engineer	Environmental	Planner/ Land Arch	Survey/ROW	Planner/ Engineer			
Jenn Conley	Dan Peck	Karen Sentoff	Ketterling/ O'Shea	Mark Hamelin	Therrien/Vear	Ford/ Chambers				
Task 1: Existing Conditions & Project Team Meeting										
Project Initiation/Management	4							4	\$ 793	
Existing Conditions Assessment/Base Map	2		4				2	8	\$ 945	
Project Team Meeting #1	4		4				4	12	\$ 1,500	
Task 2: Local Concerns Meeting, Purpose & Need										
Meeting Preparations	3		6				4	13	\$ 1,497	
Local Concerns Meeting	4		4		4			12	\$ 1,818	
Purpose & Need	2		2					4	\$ 592	
Task 3: Alternatives Analysis										
Collect targeted survey	1	4	2			40		47	\$ 4,714	
Develop Draft Concept Plans	3	12	8		2		40	65	\$ 6,539	
Alternatives Evaluation	4	4	8			4	16	36	\$ 3,777	
Project Team Meeting #2	4		4				4	12	\$ 1,500	
Task 4: Alternatives Presentation Meeting										
Meeting Preparations	4	2	6				12	24	\$ 2,609	
Alternatives Presentation Meeting	4		4				4	12	\$ 1,500	
Task 5: Selection of a Preferred Alternative										
Project Team Meeting #3	4		4					8	\$ 1,184	
Task 6: Preferred Plans										
Preferred Concept Plan	3	6	6	2	2		20	39	\$ 4,187	
Draft Technical Memorandum	5		16				16	37	\$ 3,820	
Selectboard Meeting - no VHB involvement								0	\$ -	
Revised Plans and Technical Memorandum	3	2	6				16	27	\$ 2,727	
TOTAL HOURS:	54	30	84	2	8	44	138	360		
DIRECT HOURLY RATES :	\$ 68.70	\$ 48.54	\$ 33.84	\$ 46.20	\$ 54.94	\$ 32.57	\$ 27.42			
OVERHEAD :	\$ 111.53	\$ 78.80	\$ 54.94	\$ 75.01	\$ 89.20	\$ 52.88	\$ 44.52			
FEE (10%) :	\$ 18.02	\$ 12.73	\$ 8.88	\$ 12.12	\$ 14.41	\$ 8.55	\$ 7.19			
TOTAL LABOR COSTS :	\$ 10,706	\$ 4,202	\$ 8,203	\$ 267	\$ 1,268	\$ 4,136	\$ 10,920		\$ 39,702	

TOTAL LABOR COST: \$ 39,702
DIRECT EXPENSES (VHB): \$ 298

TOTAL: **\$ 40,000**