

MONTECITO FIRE PROTECTION DISTRICT  
AGENDA FOR THE STRATEGIC PLANNING COMMITTEE MEETING

Montecito Fire Protection District Headquarters

595 San Ysidro Road

Santa Barbara, California

January 9, 2014 at 2:00 p.m.

Agenda Items May Be Taken Out Of The Order Shown

1. Public comment: Any person may address the Committee at this time on any non-agenda matter that is within the subject matter jurisdiction of the Montecito Fire Protection District; 30 minutes total time is allotted for this discussion.
2. Review bids received for Standard of Cover Study with Enhanced Risk Analysis as directed by Board of Directors at December 16, 2013 Regular Board Meeting.
3. Conference call with Citygate Associates regarding proposal for Standard of Cover Study with Enhanced Risk Analysis.
4. Fire Chief's Report.
5. Suggestions from Directors for items, other than regular agenda items, to be included in the agenda for the next Strategic Planning Committee Meeting.

Adjournment

This agenda is posted pursuant to the provisions of the Government Code commencing at Section 54950. The date of the posting is January 7, 2014.

MONTECITO FIRE PROTECTION DISTRICT

By Chip Hickman  
Chip Hickman, Fire Chief





2250 East Bidwell Street, Suite 100 ■ Folsom, CA 95630 ■ PH 916-458-5100 ■ FAX 916-983-2090

January 3, 2014

Mr. Chip Hickman  
Fire Chief  
Montecito Fire Protection District  
595 San Ysidro Road  
Santa Barbara, CA 93108

**RE: SCOPE OF SERVICES TO PROVIDE A STANDARDS OF COVERAGE AND RISK ASSESSMENT  
STUDY FOR THE MONTECITO FIRE PROTECTION DISTRICT**

Dear Chief Hickman:

Citygate Associates, LLC is pleased to present our updated Scope of Services to the District to conduct a Standards of Coverage and Risk Assessment Study. As you requested, attached to this letter is a detailed Work Plan, draft work schedule, and proposed cost.

Citygate is available to begin work in January 2014 after award of a contract. For technical questions, please contact Stewart Gary, Fire Practice Principal, at [sgary@citygateassociates.com](mailto:sgary@citygateassociates.com), by phone at (916) 458-5100 extension 305 or by fax at (916) 983-2090. The mailing address is 2250 East Bidwell Street, Suite 100, Folsom, CA 95630. As President of the firm, I am authorized to execute a binding contract on behalf of Citygate Associates, LLC. Please feel free to contact me at our headquarters office, located in Folsom, California at (916) 458-5100, extension 101 or via e-mail at [dderoos@citygateassociates.com](mailto:dderoos@citygateassociates.com) if you wish further information.

Sincerely,

David C. DeRoos, MPA, CMC  
President

cc: Stewart Gary

Attachment: Scope of Services and Cost

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**ATTACHMENT 1**

**SCOPE OF SERVICES TO PROVIDE A  
STANDARDS OF COVERAGE AND RISK  
ASSESSMENT STUDY**



**Montecito Fire Protection District**  
 Scope of Services to Provide a Standards of Coverage and  
 Risk Assessment Study

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**Montecito Fire Protection District**  
Scope of Services to Provide a Standards of Coverage and  
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## SECTION 1—SCOPE OF SERVICES

### 1.1 OVERVIEW OF PROPOSED SCOPE OF SERVICES

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Citygate understands that the District requires a performance review of the current delivery of all Fire Department emergency response services and provision of options or alternatives for those items needed to meet current best practices.

Citygate's Standards of Coverage and Community Risk Assessment studies are performed in accordance with the methodology outlined in *Standards of Response Coverage* (5<sup>th</sup> Ed.) as published by the Commission of Fire Accreditation International (CFAI). This methodology is outlined on the following page. Our studies also incorporate guidelines and best practices in the field of deployment and risk analysis from the National Fire Protection Association (NFPA), Insurance Services Office (ISO), relevant federal and state laws and regulations, and other recognized industry best practices.

In addition to the usual and customary techniques of reviewing agency documentation and conducting stakeholder listening interviews, Citygate will:

- ◆ Use ESRI ArcGIS to prepare analysis maps of the District's deployment situation. The final project GIS files will be returned to the District for on-going use, or if the District does not have geographic mapping technician capabilities, Citygate can maintain and update the files as needed by the District on a subscriber basis.
- ◆ Use an incident response time analysis program called *StatsFD*<sup>TM</sup> to review the statistics of prior incident performance. The results will be plotted not only on graphs and charts, but "live" using 3D tools over Google Earth images. The District presently owns *StatsFD*<sup>TM</sup> (formerly NFIRS 5 Alive) and at the end of the study all SOC statistics reports and Google Earth models will be given to the District for on-going comparative use over time.

Citygate proposes a minimum 5-month timeframe to complete this study, and is available to start immediately following execution of a contract for services. The District may prefer a longer schedule to allow more time between steps to process Citygate's technical findings by task and to absorb community input sessions.

#### 1.1.1 Standards of Coverage Methodology

As indicated, the core methodology used by Citygate in the scope of our deployment analysis work is the "Standards of Response Coverage" systems approach to fire department deployment as published by the CFAI. This is a systems-based approach using local risk and demographics to determine the level of protection best fitting the District's needs.



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The study will use the following components in the Standards of Response Coverage process:

1. Existing deployment – each agency has something in place today.
  - The Citygate team will understand existing deployment strategies and performance measures.
2. Community outcome expectations – what is expected of the response agency?
  - Citygate will understand the District’s expectations for fire, EMS, and special hazard responses.
3. Community risk assessment – what risks are inherent in the community and what risks may be transient but still a threat in the community?
  - Citygate will determine risk in the community at a zone level using community zoning information, Insurance Service Office (ISO) building risk information, population demographics and planned/projected growth plans, and a detailed analysis of natural and human-caused hazards by attributes developed collaboratively with District staff and the Strategic Planning Committee.
  - Citygate will assist the Department in conducting critical crew task measure reviews.
4. Distribution study – the locating of first-due resources (typically engines).
  - Citygate will use the *FireView™* software GIS mapping tool to study the effectiveness of existing station locations to understand the existing deployment system performance and test proposed service measures by risk types in different zones for first-due, all-risk units.
5. Concentration study – first alarm assignment or effective response force studies.
6. Historical reliability – is there a multiple call frequency issue (call stacking) problem? Citygate will use the *StatsFD™* software to analyze prior District incident response time performance.
  - Citygate will analyze incident data to determine if multiple calls are affecting performance.
7. Historical response effectiveness studies – what percent of compliance does the existing system deliver?



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8. Overall evaluation with updated Standard of Cover statements by risk type, as needed.
  - Citygate will advise on a revised Standard of Cover set of policies.

Changes in deployment, if desirable, will be identified along with likely timing. This Citygate team strength means we are able to develop specific recommendations tailored to the local situation that are implementable within the revenues available. Our reports identify specific areas that are working well, where improvements are needed, and what new resources, if any, would be needed to implement the recommendations.

## 1.2 PROJECT WORK PLAN

Citygate's detailed Work Plan to conduct the requested Standards of Coverage and Risk Assessment study is comprised of five (5) tasks and is presented in this section. We intend to review our Work Plan and schedule with the District leadership prior to beginning work. After obtaining additional input, we will finalize our Work Plan and the accompanying project schedule.

Throughout the entire project duration, we will monitor engagement progress and completion of tasks, including providing monthly written status reports and oral communications, as needed.

### Task 1: Initiate and Manage the Project, Data Collection, and Interviews

#### 1.1 Obtain and Review District Documentation

- ◆ At the start of the project we will develop and submit a list of requested documentation relevant to this project, including the County's General Plan, growth forecasts, any appropriate prior studies, Fire District documentation including (as available) dispatch data, fleet inventory, facility condition assessments, current personnel, equipment and other operating costs, and other relevant information. Once we receive the requested documentation from the District, we will review it prior to conducting our interviews in the following subtask.
- ◆ Citygate will additionally request District and other available GIS data layers, hazard and risk-related information, travel time performance measure(s) and historical calls-for-service data from District data systems.
- ◆ We have found that reviewing factual documents prior to our initial interviews improves the effectiveness and value of the interviews we conduct, since it results in more specific questions and more definitive information.





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#### **1.2 Meet with District Staff Representatives to Initiate Study**

- ◆ We will, in collaboration with the District Leadership Team, review and finalize a detailed work schedule. This will assist both the consultants and District staff to monitor the progress of the study.
- ◆ A key to a successful consulting engagement is a mutual understanding of the project's scope and objectives. In our experience, this early effort to clearly define expectations, roles and lines of communications results in a better focus on substantive issues as the engagement progresses.
- ◆ To enhance our understanding of the issues at stake in this project, we will meet with, as appropriate and as requested:
  - The District Board members and Fire Chief
  - The Command Staff members
  - The firefighter's representatives and, as appropriate and/or requested, key District line personnel.

#### **1.3 Tour the District**

- ◆ Citygate will tour the District with an experienced command chief to visually understand the geography, transportation network, and building, wildfire, and other potential natural and human-caused hazards and risks to compare and contrast what is seen, versus what existing documents typify and quantify.

#### **1.4 Develop Community Expectations and Adopted Standards to be Used**

- ◆ After the tour of the District, Citygate will meet with the Fire Chief and Board of Directors Strategic Planning Committee to develop the components of the Community Expectations review.
- ◆ Citygate will also work with staff and the Strategic Planning Committee to understand existing Adopted Standards. This includes identifying which best practices and standards the deployment and risk assessments will use, based on those adopted to date, or likely to be recommended by Citygate.

#### **1.5 Perform First Community Listening Meeting**

- ◆ At the close of the first site visit, Citygate will conduct an opening listening session for members of the public, both resident and business community, to respond to open-ended questions about what fire, life safety, and economic expectations they already hold about the District. These expectations will then be



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compared and contrasted to actual risks and deployment measures in the next public meeting in Task #2.

### **Meetings and Deliverables**

There will be one *two-day* on-site trip during this task to kick-off the project, establish relationships, conduct stakeholder interviews, tour the District and conduct the first public meeting.

Citygate will deliver in writing the final project schedule, the District data/document request questionnaire, and the Community Expectations and Adopted Standards templates.

## **Task 2: Risk Assessment and Building Response Models**

### **2.1 Develop Standards of Cover Deployment Technical Models**

- ◆ To develop Standards of Cover Deployment technical models, Citygate will:
  - Build the geographic travel time and risk models in the *FireView™* GIS software.
  - Evaluate incident data by existing station locations in the *StatsFD™* software.
  - Evaluate the Department's current suppression staffing and fire apparatus plan both from a per-unit and District-wide basis.

### **2.2 Perform Community Risk Assessment**

- ◆ Citygate will conduct a comprehensive community risk assessment, including a rigorous wildland fire hazard component, in conformance with Federal Emergency Management Agency (FEMA) guidelines that includes:
  - Identification of all natural and human-caused hazards, and their relevant attributes, with potential to cause adverse impacts within the District. This task will be conducted in collaboration with District staff and the Strategic Planning Committee.
  - Obtaining the Insurance Service Office (ISO) SCOPES data file in MS-Excel on commercial building property risks in the District.
  - Quantification of risk (probability of occurrence and potential severity of impacts) for each identified hazard by zone utilizing the hazard attribute



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matrices developed collaboratively with District staff and the Strategic Planning Committee.

- In collaboration with District staff and the Strategic Planning Committee, identification of the values at risk within the District.
- Evaluation of the effectiveness of current and past hazard-mitigation measures.
- Review of recommended measures to eliminate or reduce the severity of the potential impacts for each identified hazard.
- Development of proposed additional measures, as appropriate, to eliminate or reduce the severity of potential impacts for each identified hazard.

The comprehensive community risk assessment will include analysis of relevant data from CAL FIRE, U.S Forest Service, Santa Barbara County Multi-Jurisdictional Hazard Mitigation Plan, Insurance Services Office, Federal Emergency Management Agency, and local historical records and reports.

#### 2.3 Review the District Headquarters Functions

- ◆ Citygate will review the District headquarters functions and staff ability to support the line Fire staff missions.

#### 2.4 Prepare a PowerPoint Briefing

- ◆ Citygate will prepare a PowerPoint briefing of Citygate's preliminary findings on deployment and risks in the District.

### Meetings and Deliverables

The deliverable for the risk assessment component will be a comprehensive District risk analysis matrix that will identify and rank the various natural and human-caused hazards and their relative risk by zone. This risk analysis matrix will be subject to review and comment by community stakeholders in a workshop prior to delivery of the Draft Report.

Citygate will deliver our preliminary deployment and risk assessment findings using a PowerPoint presentation.

There will be one day on-site to first present the preliminary deployment and risk assessment technical findings to District Command Staff and the Strategic Planning Committee.

That evening, Citygate will conduct a public workshop to review the identified community risks, identify what the current deployment system can and cannot do, and identify the values within



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the District to be protected. To solicit input after the technical overview, Citygate will ask the community members present to offer general comments and then to rank-order their preferences for response system customer service outcomes and risk mitigation strategies.

**Task 3: Risk Mitigations and Deployment Options Analysis**

Based on the input received from the Command Staff, Strategic Planning Committee and members of the public in Task #2, in this task Citygate will:

**3.1 Conduct Gap Analysis**

- ◆ Conduct a gap analysis on the current state of deployment and risk mitigation in the District versus the input received in desired outcomes. We will then model strategies and resultant costs to close any gaps.
  - Using forward-looking risk demographics, project future staffing needs.
  - Perform GIS travel time studies on alternative and/or additional fire crew locations.

**3.2 Perform Comprehensive Deployment Issues Evaluation**

- ◆ Citygate will undertake a comprehensive evaluation of all the issues affecting fire crew deployment in the District.

**3.3 Prepare a PowerPoint Briefing**

- ◆ Citygate will prepare a PowerPoint briefing of the gap analysis with Citygate's recommended strategies for deployment changes and enhanced risk mitigations with cost estimates to close the identified gaps.

**Meetings and Deliverables**

Citygate will provide a one-day on-site briefing on the gap analysis and deployment and risk strategies with estimated costs to the District's Command Staff and Strategic Planning Committee. During this briefing, we will discuss any anomalies in the data and resolve any remaining issues.

That evening, the gap analysis and recommended strategies briefing will be presented in a summary PowerPoint in a public workshop. After the technical briefing, Citygate will ask the community members present to offer general comments and then to rank-order their preferences for response system and risk mitigation recommendations for consideration by the Strategic Planning Committee.



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### Scope of Services to Provide a Standards of Coverage and Risk Assessment Study

#### Task 4: Draft Findings and Recommendations

##### 4.1 Make Data-Driven Changes and Refinements

- ◆ Pursuant to the input received from the District leadership and members of the public, Citygate will make any data-driven changes in our response and risk assessment models. Then, any needed refinements will be incorporated into our Draft Report.

##### 4.2 Prepare and Present Findings and Recommendations

- ◆ The entire Citygate team will prepare a briefing of our complete findings, recommendations and cost of implementation based on the data and input received. This briefing will:
  - Summarize the strengths of the District and opportunities for improvement.
  - Present a review of how our approach and analyses were conducted.
  - Describe major findings for deployment by risks and desired outcomes.
  - Describe the comprehensive District risk analysis matrix that identifies and ranks the various natural and human-caused hazards and their relative risk by zone.
  - Describe potential risk mitigation measures and their estimated costs.
  - Present an explanation of our integrated recommendations for their resolution in order to improve operations.
  - Describe an implementation plan for prescribed action showing implementation responsibilities, schedules, and expected benefits to costs.

##### Meetings and Deliverables

Citygate will provide a one-day on-site briefing to present our full draft findings, recommendations, and costs to the District's Command Staff and Strategic Planning Committee. During this briefing, we will discuss any questions and resolve any remaining issues.

That evening, Citygate will present the findings, recommendations, and costs briefing in a summary PowerPoint in a public workshop. After the technical briefing, Citygate will ask the community members present to offer general comments and then to rank-order their preferences for the final project recommendations for consideration by the Board of Directors.



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## Task 5: Prepare and Deliver the Final Report with Executive Summary, Recommendations, and Costs

### 5.1 Prepare a Full Draft Report and Exhibits

- ◆ The entire Citygate team will prepare a comprehensive Standards of Response Cover and Community Risk Assessment Draft Report, including GIS mapping and statistical exhibits.
- ◆ Upon completion of the Draft Report, an electronic version in MS-Word will be delivered to the District project manager for comments using the “track changes” and “insert comments” tools in Word.
- ◆ Our normal practice is to review a draft of our report with District leadership in person to ensure that the factual basis for our recommendations is correct and to allow time for a thorough review. In addition, we take time to discuss any areas that require further clarification or amplification. It is during this time that understandings beyond the written text can be communicated.

### 5.2 Prepare Final Report

- ◆ Based on the results of our Draft Report review process, we will then prepare a Final Report for the Board of Directors. Our final work product will include:
  - An analysis of the effectiveness of current fire station locations;
  - An analysis of the efficiency of the current deployment scheme of resources within the District’s fire stations;
  - An analysis of the District’s ability to meet the listed recommendations;
  - An analysis of the risks to be protected in the District, along with identification of potential hazards and proposed mitigations with estimated costs.
  - Recommendations for changes in fire station locations, if needed, to meet current and future needs and to optimize service delivery;
  - Recommendations for deployment of new resources to meet current and future needs;
  - Provision of supporting data and rationale for all recommendations;



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- Provision of supporting colored maps and other visual data to fully illustrate the current situation and consultant recommendations. This information shall be provided in both hard copy format and computerized format with an accompanying Microsoft PowerPoint presentation.

#### 5.3 Present Final Report

- ◆ We also will make an oral presentation using a PowerPoint presentation to the Board of Directors in a community meeting.

#### Meetings and Deliverables

There will be one on-site meeting to make an oral presentation of the Final Report to the District's Board of Directors.

The Final Report will be provided in six (6) bound, hard copies, and it will also be delivered electronically in Adobe Acrobat (.PDF) format.

The GIS mapping and incident statistics data sets can be returned to the District for its on-going use, or if the District lacks the technical staff to keep the models updated, the District may contract with Citygate and its business partners to do so, on a time and materials basis. Many of our clients find such an on-going, but periodically-used, retainer arrangement much more cost-effective than in-house technical staff expenses.

#### 1.3 ON-SITE MEETINGS

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We anticipate a total of seven (7) on-site meetings in the District throughout the study:

- ◆ Task #1 – There will be **two** on-site days to include the project kick-off meeting and information gathering outreach.
- ◆ Task #2 – There will be **one** on-site day with Citygate to understand and obtain agreement on the risk assessment and desired outcomes work to date and conduct a public workshop to review the identified community risks.
- ◆ Task #3 – There will be **one** on-site day with Citygate to brief the District Strategic Planning Committee and interested public on the draft deployment and risk assessment findings and recommended strategies.
- ◆ Task #4 – There will be **one** on-site day with Citygate to present and review full draft findings, recommendations, and estimated costs to District staff, the Strategic Planning Committee, and interested public.



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- ◆ Task #5 – There will be **two** on-site meetings: one to review the draft Final Report with the Strategic Planning Committee, and a second to present the Final Report via PowerPoint to the District Board of Directors.

#### **1.4 STUDY COMPONENTS WITH WHICH THE DISTRICT MUST ASSIST**

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Both Citygate and the District understand the economic constraints of a study of this magnitude and complexity. The District has the capability to collect some internal data that can assist the Citygate study. Therefore, the District will assist Citygate with:

- ◆ Providing documentation, including electronic incident response data, in a format requested by Citygate.
- ◆ Providing GIS and existing risk data and other District data as requested by Citygate.

#### **1.5 PROJECT SCHEDULE**

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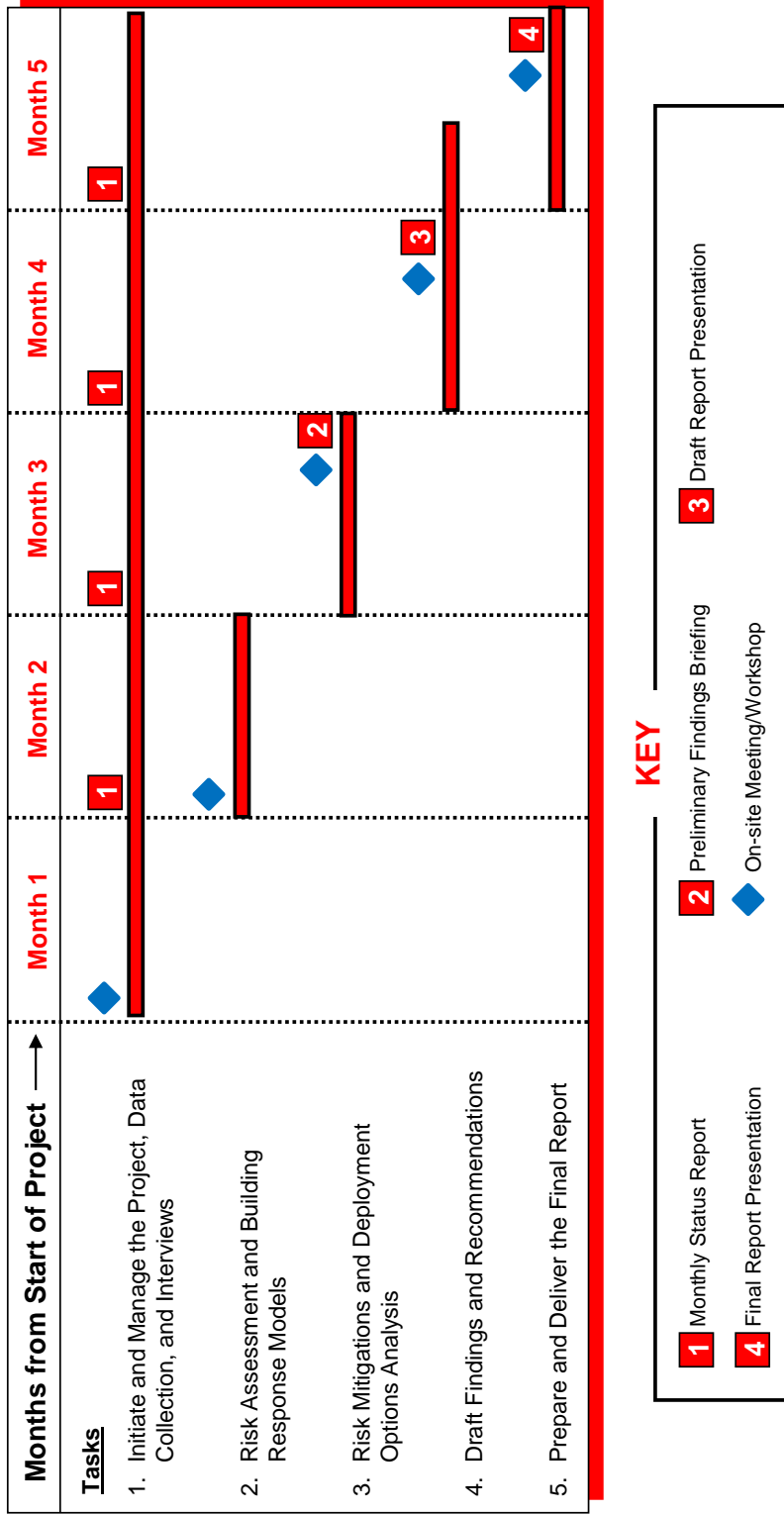
*Citygate proposes a minimum of five months to complete the project. We are available to start the project in January 2014. A detailed Work Plan schedule is presented on the following page. However, a five-month timeframe is very aggressive and the District staff and Strategic Planning Committee will have to dedicate significant time each month, especially at the start for document collection and at the end for final product review.*

The District may prefer doubling the project schedule to a maximum of ten months, thus allowing up to two months per task.





## Montecito Fire Protection District Project Schedule





## Montecito Fire Protection District

### Scope of Services to Provide a Standards of Coverage and Risk Assessment Study

## SECTION 2—PROJECT TEAM MEMBERS

Primary members of our Project Team include the following experienced consultants:

### **Chief Stewart W. Gary, MPA, Project Manager and SOC Specialist**

Chief Gary is the Fire Practice Principal for Citygate Associates. Chief Gary is the retired Fire Chief of the Livermore-Pleasanton Fire Department in Alameda County, California. For fourteen years, he was a lead instructor, program content developer and consultant for the Standards of Response Coverage process. For many years he annually taught a 40-hour course on this systems approach for fire deployment at the California Fire Academy and he teaches and consults across the United States and Canada on the Standards of Response Coverage process. Over the last twelve years, he has performed organizational and deployment studies on 140 departments.

### **Samuel Mazza, CFC, CFO, EFO, Senior Fire Service Associate**

Mr. Mazza is a Senior Fire and Emergency Services Specialist with over 40 years of fire service experience. He recently retired as Fire Chief from the City of Monterey, California where he oversaw a successful consolidation of fire services with the City of Pacific Grove. Prior to his service with Monterey, Chief Mazza spent over 30 years with CAL FIRE in numerous assignments spanning state, county, and fire and special district services. He has extensive collaborative and command experience, including appointment as the Incident Commander of a statewide Type-1 Incident Command Team. Chief Mazza is a California state Certified Fire Chief, CPSE Chief Fire Officer, Executive Fire Officer and National Fire Academy instructor.

### **David C. DeRoos, MPA, CMC, Citygate President**

Mr. DeRoos has nearly 30 years of experience as a consultant to local government, preceded by 5 years as an assistant to the City Administrator. He earned his undergraduate degree in Political Science/Public Service (Phi Beta Kappa) from the University of California, Davis and holds a Master of Public Administration degree from the University of Southern California.

### **The Omega Group, Geo-Mapping Specialist**

The Omega Group, headquartered in San Diego, is a nationally recognized public safety and law enforcement mapping analytic and tactical software solution provider. Since the company's inception in 1992, Omega is honored to have worked with over 500 public safety agencies.

### **Michael D. Fay, Statistical Specialist**

Mr. Fay has over 30 years of experience and has served as a firefighter, EMS director, educator, consultant and publisher. As President of Animated Data, Inc., he is the designer and publisher of *StatsFD<sup>TM</sup>* (formerly NFIRS 5 Alive). Using standard datasets, *StatsFD<sup>TM</sup>* quickly performs diagnostic analysis of fire department operations.



## SECTION 3—PROJECT COST

### 3.1 PROJECT COST/BILLING

Our charges are based on actual time spent by our consultants at their established billing rates, plus reimbursable expenses incurred in conjunction with travel, printing, clerical, and support services related to the engagement. We will undertake this study for a “not-to-exceed” total cost, based on our Work Plan and Scope of Work, outlined below:

Consulting Fees of Project Team	Reimbursable Expenses	Administration (5% of Hourly Fees)	Total Citygate Project Amount
\$90,010	\$11,933	\$4,501	<b><u>\$106,444</u></b>

The price quoted above is effective for 30 days from the date of receipt for this proposal and includes one (1) draft cycle as described in Task 5 of our Work Plan to be completed by Citygate and the District within thirty (30) calendar days. Additional Draft Report cycles or processing delays requested by the District would be billed in addition to the contracted amount at our time and materials rates. When changes are agreed upon, Citygate will provide up to six (6) bound color copies of the Final Report document and a reproducible master copy on CD-ROM. The Draft Report will be considered to be the Final Report if there are no suggested changes within thirty (30) days of the delivery of the Draft Report.

If the District decides to delay the final presentation in Task 5 after acceptance of the final work product, Citygate will accommodate such a request, but will charge two (2) administrative hours per month to keep the project in suspense until the presentation is delivered.

### 3.2 CITYGATE HOURLY RATES AND HOURS ALLOCATION

Classification	Rate	Consultant
Citygate President	\$225 per hour	David DeRoos
Citygate Fire Practice Principal & SOC Specialist	\$250 per hour	Stewart Gary
Senior Fire Services Associate	\$195 per hour	Sam Mazza
Geo-Mapping Specialist	\$195 per hour	The Omega Group
Statistical Specialist	\$160 per hour	Michael Fay
Project Report Administrator	\$95 per hour	Chad Jackson
Administrative Support	\$85 per hour	Various



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The table below details consultant hours per task:

<b>Task</b>	<b>Gary</b>	<b>Mazza</b>	<b>Fay</b>	<b>Omega</b>	<b>Admin/ Documentation</b>	<b>Total</b>
<b>Task 1</b>	25	28	0	0	7	60
<b>Task 2</b>	33	53	25	25	8	144
<b>Task 3</b>	26	37	0	0	6	69
<b>Task 4</b>	22	19	0	0	6	47
<b>Task 5</b>	44	48	0	0	41	133
<b>Total</b>	150	185	25	25	68	453

<u>Tasks</u>	<u>Related Activities</u>	<u>Deliverables</u>
Project Kick Off and Task Management Plan (TMP)	To include Statement of Obligation to <u>conduct and submit Community Risk Analysis (CRA) and Standard of Coverage (SOC) as recognized by and consistent with the Commission on Fire Accreditation International (CFAI) a.k.a. Center for Public Safety Excellence</u>	Working Draft of TMP
<p><u>Task 1:</u></p> <p>Perform analysis of current operations and review appropriate standards (benchmarks) for community fire operations and fire-based emergency response.</p>	<p><i>To include (but not be limited to) review of:</i></p> <ul style="list-style-type: none"> <li>• Current operations and existing conditions, contracts and deployment of MFPD;</li> <li>• Organizational structure from the field operation, management, governing body and key interrelationships and interactions;</li> <li>• Appropriate standards (benchmarks) for community fire operations and fire-based emergency response.</li> </ul>	<p>Comprehensive analysis of fire operations and organization and benchmarks to plan for future growth and service delivery demands.</p>
<p><u>Task 2:</u></p> <p>Conduct Concurrent Community Risk Analysis (CRA) and SOC Study.</p>	<p><i>To include (but not be limited to) the development of:</i></p> <ul style="list-style-type: none"> <li>• CRA and a SOC;</li> <li>• Technological interface, surveys and web-based tools;</li> <li>• Data gathering and community meetings; and</li> <li>• Comprehensive review and analysis of all functional data.</li> </ul>	<p>Community meetings; technological interface platforms; and preliminary data for CRA and SOC draft study.</p>

	<p><i>Guidelines and format will provide for consistency with:</i></p> <ul style="list-style-type: none"> <li>• Commission on Fire Accreditation International (CFAI);</li> <li>• National Fire Protection Association (NFPA);</li> <li>• Insurance Services Organization (ISO); and</li> <li>• Occupational Safety and Health Agency (OSHA)</li> </ul>	
<p><u>Task 3:</u></p> <p>Develop financial analysis of costs related to addressing critical deficiencies and consider, evaluate and recommend financing mechanisms. .</p>	<p><i>To include (but not be limited to) review and analysis of:</i></p> <ul style="list-style-type: none"> <li>• Identified deficiencies and current status of the finances;</li> <li>• Potential costs savings and/or estimate of savings potential with economies of scale under various scenarios of service delivery; and</li> <li>• Growth and development along with national, state and local service delivery trends.</li> </ul>	<p>Written analysis of costs related to addressing critical deficiencies and associated recommendations.</p>
<p><u>Task 4:</u></p> <p>Develop and Complete Community Risk Analysis and SOC Study and Recommendations.</p>	<p><i>To include (but not be limited to) coordination and development of:</i></p> <ul style="list-style-type: none"> <li>• All input, findings, written analysis and recommendations</li> <li>• Follow-up meetings and/or hold conference calls with all affected and interested stakeholders for inclusion in the process and for any final input.</li> </ul>	<p>Comprehensive report and analysis to enable future planning for MFPD.</p>

<p><u>Task 5:</u></p> <p>Provide formal presentation of CRA and SOC Study to MFPD Board of Directors</p>	<p><u>To include:</u></p> <ul style="list-style-type: none"><li>• Finalization and presentation of CRA and SOC Study, Findings and Recommendations.</li></ul>	<p>Final Draft of CRA &amp; SOC and presentation to the MFPD Board of Directors for approval</p>
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**Diamante-MFPD CRA-SOC Project  
Labor Hours and Cost Worksheet**

	Jeff Meston \$198	Reggie Salvador \$198	Dennis Plessas \$198	Patti Bisharat \$198	Total Hours
	PM	DPM	SME	SME	
<b>Task 1- Analysis &amp; Review Standard Benchmarks, Baseline Risks and Operations</b>					
1. Task Management Plan	10	10	3	3	
2. Analysis of risks, fire operations, org structure, interrelationships & stakeholder interactions	15	10	12	10	
3. Analysis of standards & community benchmarks for SOC for future service delivery	12		12		97
<b>Task 2- Conduct Community Risk Analysis &amp; SOC Study</b>					
1. Data gathering & community meetings	50	30	20	30	
2. Establish technological interface		15		25	
3. Comprehensive review and analysis of functional data	30		20		220
<b>Task 3- Develop financial analysis &amp; recommended financial mechanisms</b>					
1. Review MFPD expenses & revenue	12		12		
2. Identify cost savings and revenue enhancements	8	6	8	6	
3. Develop written analysis and recommendations	10	6	8	8	84
<b>Task 4- Develop final report &amp; recommendations</b>					
1. Coordinate all input, findings and analysis	10	8	8	10	
2. Create draft report & study	8	8	8	8	
3. Conduct follow-up meetings and briefings w/ stakeholders	22	16	10	20	136





<b>Task 5- Formal presentation and submittal of final draft</b>					
1. Incorporate substantive revisions and edits based on stakeholder briefings	10	8	10	10	
2. Review and revise final draft report and study	8	6	6	8	
3. Provide and conduct formal presentation to MFPD Board	8	8	8	8	
					98
<b>Total Labor Hours</b>	<b>213</b>	<b>131</b>	<b>145</b>	<b>146</b>	<b>635</b>
<b>Subtotal Labor Cost</b>	<b>\$42,174</b>	<b>\$25,938</b>	<b>\$28,710</b>	<b>\$28,908</b>	<b>\$125,730</b>

<b>Administrative Costs</b>					
<i>GIS, Data Collection &amp; Sharing Toolkit</i>					\$8,000
<i>Firefighters Printing, Inc.</i>					\$5,000
<b>Subtotal Administrative Costs</b>					<b>\$13,000</b>

<b>Project Travel, Per Diem and Expenses</b>					
Airfare or other modes of transportation	\$4,000	\$4,000	\$2,000	\$3,000	\$13,000
Car rental, mileage and miscellaneous (Parking, etc.)	\$500	\$500	\$300	\$300	\$1,600
Lodging and Meals (Per Diem Rate)	\$2,500	\$2,500	\$1,500	\$2,000	\$8,500
<b>Subtotal Travel/Per Diem Costs</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$3,800</b>	<b>\$5,300</b>	<b>\$23,100</b>
<b>Total Contractor Proposal Costs (Labor &amp; Travel)</b>	<b>\$49,174</b>	<b>\$32,938</b>	<b>\$32,510</b>	<b>\$34,208</b>	<b>\$161,830</b>



<u>Tasks</u>	<u>Related Activities</u>	<u>Deliverables</u>
Project Kick Off and Task Management Plan (TMP)	To include Statement of Obligation to <u>conduct and submit Community Risk Analysis (CRA) and Standard of Coverage (SOC) as recognized by and consistent with the Commission on Fire Accreditation International (CFAI) a.k.a. Center for Public Safety Excellence</u>	Working Draft of TMP
<p><u>Task 1:</u></p> <p>Perform cursory analysis and review of past operational data related to community fire operations and fire-based emergency response.</p>	<p><i>To include (but not be limited to) review of:</i></p> <ul style="list-style-type: none"> <li>• Previously performed data;</li> <li>• Appropriate standards (benchmarks) for community fire operations and fire-based emergency response.</li> </ul>	<p>Cursory Analysis of fire operations and organization and benchmarks to plan for future growth and service delivery demands.</p>
<p><u>Task 2:</u></p> <p>Conduct Concurrent Enhanced Risk Analysis (ERA) and SOC Study.</p>	<p><i>To include (but not be limited to) the development of:</i></p> <ul style="list-style-type: none"> <li>• ERA and a SOC;</li> <li>• Technological interface, surveys and web-based tools;</li> <li>• Community meetings; and</li> <li>• Review and analysis of data.</li> </ul> <p><i>Guidelines and format will provide for consistency with:</i></p> <ul style="list-style-type: none"> <li>• Commission on Fire Accreditation International (CFAI);</li> <li>• National Fire Protection Association (NFPA);</li> <li>• Insurance Services Organization (ISO); and</li> </ul>	<p>Community meetings; technological interface platforms; and preliminary data for ERA and SOC draft study.</p>

	<ul style="list-style-type: none"> <li>Occupational Safety and Health Agency (OSHA)</li> </ul>	
<p><u>Task 3:</u></p> <p>Develop analysis of pre-identified costs related to addressing deficiencies and consideration, evaluation and recommendation of financing mechanisms.</p>	<p><i>To include (but not be limited to) identification of:</i></p> <ul style="list-style-type: none"> <li>Deficiencies and enhancements; and</li> <li>Savings potential under various scenarios of service delivery.</li> </ul>	<p>Written analysis of costs and savings related to addressing critical deficiencies.</p>
<p><u>Task 4:</u></p> <p>Develop and Complete ERA and SOC Study and Recommendations.</p>	<p><i>To include (but not be limited to) coordination and development of:</i></p> <ul style="list-style-type: none"> <li>All input, findings, written analysis and recommendations</li> <li>Follow-up meetings and/or hold conference calls with all affected and interested stakeholders for inclusion in the process and for any final input.</li> </ul>	<p>Report and analysis for future planning for MFPD.</p>
<p><u>Task 5:</u></p> <p>Provide formal presentation of ERA and SOC Study to MFPD Board of Directors</p>	<p><i>To include:</i></p> <ul style="list-style-type: none"> <li>Finalization and presentation of ERA and SOC Study, Findings and Recommendations.</li> </ul>	<p>Final Draft of ERA &amp; SOC and presentation to the MFPD Board of Directors for approval</p>

**Diamante-MFPD CRA-SOC**

**Project Costs**

	Jeff Meston \$198	Reggie Salvador \$198	Dennis Plessas \$198	Patti Bisharat \$198	Total Hours
	PM	DPM	SME	SME	
<b>Task 1- Analysis &amp; Review Standard Benchmarks, Baseline Risks and Operations</b>					
1. Task Management Plan	10	10	2	2	
2. Cursory analysis of past and current data related to risks, fire operations, org structure, interrelationships & stakeholder interactions	6	3	4	3	
3. Cursory analysis of standards & community benchmarks for SOC for future service delivery.	6		6		52
<b>Task 2- Conduct Enhanced Risk Analysis &amp; SOC Study</b>					
1. Community meetings	25	15	10	15	
2. Establish technological interface		15		25	
3. Review and analysis of functional data	10		10		125
<b>Task 3- Develop analysis of Pre-Identified Costs</b>					
1. Identify cost savings and revenue enhancements	5	3	4	2	
2. Develop written analysis and recommendations	5	2	2	2	25
<b>Task 4- Develop final report &amp; recommendations</b>					
1. Coordinate all input, findings and analysis	8	7	7	8	
2. Create draft report & study	8	8	8	8	
3. Conduct follow-up meetings and briefings w/ stakeholders	22	16	10	20	130



<u>Tasks</u>	<u>Related Activities</u>	<u>Deliverables</u>
Project Kick Off and Task Management Plan (TMP)	To include Statement of Obligation to <u>conduct and submit Community Risk Analysis (CRA) and Standard of Coverage (SOC) as recognized by and consistent with the Commission on Fire Accreditation International (CFAI) a.k.a. Center for Public Safety Excellence</u>	Working Draft of TMP
<p><u>Task 1:</u></p> <p>Perform cursory analysis and review of past operational data related to community fire operations and fire-based emergency response.</p>	<p><i>To include (but not be limited to) review of:</i></p> <ul style="list-style-type: none"> <li>• Previously performed data;</li> <li>• Appropriate standards (benchmarks) for community fire operations and fire-based emergency response.</li> </ul>	<p>Cursory Analysis of fire operations and organization and benchmarks to plan for future growth and service delivery demands.</p>
<p><u>Task 2:</u></p> <p>Conduct Concurrent Enhanced Risk Analysis (ERA) and SOC Study.</p>	<p><i>To include (but not be limited to) the development of:</i></p> <ul style="list-style-type: none"> <li>• ERA and a SOC;</li> <li>• Technological interface, surveys and web-based tools;</li> <li>• Community meetings; and</li> <li>• Review and analysis of data.</li> </ul> <p><i>Guidelines and format will provide for consistency with:</i></p> <ul style="list-style-type: none"> <li>• Commission on Fire Accreditation International (CFAI);</li> <li>• National Fire Protection Association (NFPA);</li> <li>• Insurance Services Organization (ISO); and</li> <li>• Occupational Safety and</li> </ul>	<p>Community meetings; technological interface platforms; and preliminary data for ERA and SOC draft study.</p>

	Health Agency (OSHA)	
<p><u>Task 3:</u></p> <p>Develop and Complete ERA and SOC Study and Recommendations.</p>	<p><i>To include (but not be limited to) coordination and development of:</i></p> <ul style="list-style-type: none"> <li>• All input, findings, written analysis and recommendations</li> <li>• Follow-up meetings and/or hold conference calls with all affected and interested stakeholders for inclusion in the process and for any final input.</li> </ul>	<p>Report and analysis for future planning for MFPD.</p>
<p><u>Task 4:</u></p> <p>Provide formal presentation of ERA and SOC Study to MFPD Board of Directors</p>	<p><i>To include:</i></p> <ul style="list-style-type: none"> <li>• Finalization and presentation of ERA and SOC Study, Findings and Recommendations.</li> </ul>	<p>Final Draft of ERA &amp; SOC and presentation to the MFPD Board of Directors for approval</p>



**Diamante-MFPD CRA-SOC**

**Project Costs**

	Jeff Meston \$198	Reggie Salvador \$198	Dennis Plessas \$198	Patti Bisharat \$198	Total Hours
	PIM	DPM	SME	SME	
<b>Task 1- Analysis &amp; Review Standard Benchmarks, Baseline Risks and Operations</b>					
1. Task Management Plan	10	10	2	2	
2. cursory analysis of past and current data related to risks, fire operations, org structure, interrelationships & stakeholder interactions	6	3	4	3	
3. cursory analysis of standards & community benchmarks for SOC for future service delivery.	6		6		52
<b>Task 2- Conduct Enhanced Risk Analysis &amp; SOC Study</b>					
1. Community meetings	25	15	10	15	
2. Establish technological interface		15		25	
3. Review and analysis of functional data	10		10		125
<b>Task 3- Develop final report &amp; recommendations</b>					
1. Coordinate all input, findings and analysis	8	7	7	8	
2. Create draft report & study	8	8	8	8	
3. Conduct follow-up meetings and briefings w/ stakeholders	22	16	10	20	130
<b>Task 4- Formal presentation and submittal of final draft</b>					
1. Incorporate substantive revisions and edits based on stakeholder briefings	6	6	6	6	
2. Review and revise final draft report and study	8	6	5	6	
3. Provide and conduct formal presentation to MFPD Board.	8	8	8	8	81

OPTION 3

<b>Total Labor Hours</b>	117	94	76	101	388
<b>Subtotal Labor Cost</b>	\$23,166	\$18,612	\$15,048	\$19,998	\$76,824

<b>Administrative Costs</b>					
<i>GIS, Data Collection &amp; Sharing Toolkit</i>					\$8,000
<i>Firefighters Printing, Inc.</i>					\$5,000
<b>Subtotal Administrative Costs</b>					\$13,000

<b>Project Travel, Per Diem and Expenses</b>					
Airfare or other modes of transportation	\$4,000	\$4,000	\$2,000	\$3,000	\$13,000
Car rental, mileage and miscellaneous (Parking, etc)	\$500	\$500	\$300	\$300	\$1,600
Lodging and Meals (Per Diem Rate)	\$2,500	\$2,500	\$1,500	\$2,000	\$8,500
<b>Subtotal Travel/PerDiem Costs</b>	\$7,000	\$7,000	\$3,800	\$5,300	\$23,100

<b>Total Contractor Proposal Costs (Labor &amp; Travel)</b>	\$30,166	\$25,612	\$18,848	\$25,298	\$112,924
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<u>Tasks</u>	<u>Related Activities</u>	<u>Deliverables</u>
Project Kick Off and Task Management Plan (TMP)	To include Statement of Obligation to <u>conduct and submit Community Risk Analysis (CRA) and Standard of Coverage (SOC) as recognized by and consistent with the Commission on Fire Accreditation International (CFAI) a.k.a. Center for Public Safety Excellence</u>	<ul style="list-style-type: none"> <li>• Working Draft of TMP</li> <li>• Provide Data Request</li> <li>• Co-Develop Community Expectations Review</li> </ul>
<p><i>Task 1:</i></p> <p>Perform analysis of current operations and review appropriate standards (benchmarks) for community fire operations and fire-based emergency response.</p>	<p><i>To include (but not be limited to) review of:</i></p> <ul style="list-style-type: none"> <li>• Current operations and existing conditions, contracts and deployment of MFPD;</li> <li>• Organizational structure from the field operation, management, governing body and key interrelationships and interactions;</li> <li>• Appropriate standards (benchmarks) for community fire operations and fire-based emergency response.</li> </ul>	<ul style="list-style-type: none"> <li>• Preliminary data sets for CRA and SOC draft study</li> <li>• Written drafts detailing a) current deployment; and b) community served</li> <li>• Schedule and hold 1<sup>st</sup> community meeting on what the residents and groups of MFPD want from their fire department</li> <li>• Drive-by analysis with FD Chief officer to learn about target hazards, significant risks, typical risks, road infrastructure, and boundaries</li> <li>• Outline appropriate National and State Standards that relate to the MFPD</li> </ul>
<p><i>Task 2:</i></p> <p>Conduct Concurrent Community Risk Analysis (CRA) and SOC Study.</p>	<p><i>To include (but not be limited to) the development of:</i></p> <ul style="list-style-type: none"> <li>• CRA and a SOC;</li> <li>• Technological interface, surveys and web-based</li> </ul>	<ul style="list-style-type: none"> <li>• Community meetings</li> <li>• Technological interface platforms</li> </ul>

	<p>tools;</p> <ul style="list-style-type: none"> <li>• Data gathering and community meetings; and</li> <li>• Comprehensive review and analysis of all functional data.</li> </ul> <p><i>Guidelines and format will provide for consistency with:</i></p> <ul style="list-style-type: none"> <li>• Commission on Fire Accreditation International (CFAI);</li> <li>• National Fire Protection Association (NFPA);</li> <li>• Insurance Services Organization (ISO); and</li> <li>• Occupational Safety and Health Agency (OSHA)</li> </ul>	<ul style="list-style-type: none"> <li>• Initial plan for future growth and service delivery demands</li> <li>• Complete 2<sup>nd</sup> community meeting to discuss Community Risk</li> <li>• Update web-based site with initial data</li> <li>• Meet with Firefighters Association to hear issues and concerns</li> <li>• Provide written analysis on ISO evaluation</li> <li>• Provide written analysis on demographics of the organization</li> <li>• Identify preliminary analysis of capabilities vs. risk</li> </ul>
<p><u>Task 3:</u></p> <p>Develop analysis of pre-identified costs related to addressing deficiencies and consideration, evaluation and recommendation of financing mechanisms.</p>	<p><i>To include (but not be limited to) identification of:</i></p> <ul style="list-style-type: none"> <li>• Deficiencies and enhancements; and</li> <li>• Savings potential under various scenarios of service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Written analysis of costs and savings related to addressing critical deficiencies</li> <li>• Forward cost request for system improvements</li> <li>• Provide draft of written Deployment issues (fire stations/equipment) for costing and discussion</li> <li>• Report on community findings; Survey tools; and meeting with labor group</li> </ul>

<p><i>Task 4:</i></p> <p>Develop and Complete Community Risk Analysis and SOC Study and Recommendations.</p>	<p><i>To include (but not be limited to) coordination and development of:</i></p> <ul style="list-style-type: none"> <li>• All input, findings, written analysis and recommendations</li> <li>• Follow-up meetings and/or hold conference calls with all affected and interested stakeholders for inclusion in the process and for any final input.</li> </ul>	<ul style="list-style-type: none"> <li>• Rough draft of comprehensive CRA and SOC</li> <li>• GIS analysis completion</li> <li>• Meet with Sub-committee to update on current status of analysis and any significant deficiencies identified</li> </ul>
<p><i>Task 5:</i></p> <p>Provide formal presentation of CRA and SOC Study to MFPD Board of Directors</p>	<p><i>To include:</i></p> <ul style="list-style-type: none"> <li>• Finalization and presentation of CRA and SOC Study, Findings and Recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Final Draft of CRA &amp; SOC and presentation to the MFPD Board of Directors for approval.</li> </ul>

**Diamante-MFPD CRA-SOC  
Project Costs**

	Jeff Meston \$198	Reggie Salvador \$198	Dennis Plessas \$198	Patti Bisharat \$198	Total Hours
	PM	DPM	SME	SME	
<b>Task 1- Analysis &amp; Review Standard Benchmarks, Baseline Risks and Operations</b>					
1. Task Management Plan	10	10	3	3	3
2. Analysis of risks, fire operations, org structure, interrelationships & stakeholder interactions	15	10	12	10	10
3. Analysis of standards & community benchmarks for SOC for future service delivery.	12		12		97
<b>Task 2- Conduct Community Risk Analysis &amp; SOC Study</b>					
1. Data gathering & community meetings	45	25	15	25	25
2. Establish technological interface		15		25	25
3. Comprehensive review and analysis of functional data	30		15		195
<b>Task 3- Develop analysis of Pre-Identified Costs</b>					
1. Identify cost savings and revenue enhancements	5	3	4	2	2
2. Develop written analysis and recommendations	5	2	2	2	2
<b>Task 4- Develop final report &amp; recommendations</b>					25
1. Coordinate all input, findings and analysis	10	8	8	10	10
2. Create draft report & study	8	8	8	8	8
3. Conduct follow-up meetings and briefings w/ stakeholders	22	16	10	20	20
<b>Task 5- Formal presentation and submittal of final draft</b>					136

1. Incorporate substantive revisions and edits based on stakeholder briefings	10	8	10	10
2. Review and revise final draft report and study	8	6	6	8
3. Provide and conduct formal presentation to MFPD Board.	8	8	8	8
<b>Total Labor Hours</b>	<b>188</b>	<b>119</b>	<b>113</b>	<b>98</b>
<b>Subtotal Labor Cost</b>	<b>\$37,224</b>	<b>\$23,562</b>	<b>\$22,374</b>	<b>\$25,938</b>

<b>Administrative Costs</b>				
<i>GIS, Data Collection &amp; Sharing Toolkit</i>				\$8,000
<i>Firefighters Printing, Inc.</i>				\$5,000
<b>Subtotal Administrative Costs</b>				<b>\$13,000</b>

<b>Project Travel, Per Diem and Expenses</b>				
Airfare or other modes of transportation	\$4,000	\$4,000	\$2,000	\$3,000
Car rental, mileage and miscellaneous (Parking, etc)	\$500	\$500	\$300	\$300
Lodging and Meals (Per Diem Rate)	\$2,500	\$2,500	\$1,500	\$2,000
<b>Subtotal Travel/Per Diem Costs</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$3,800</b>	<b>\$5,300</b>
<b>Total Contractor Proposal Costs (Labor &amp; Travel)</b>	<b>\$44,224</b>	<b>\$30,562</b>	<b>\$26,174</b>	<b>\$31,238</b>