

CONTRACT ROUTING FORM

1. Complete the information below BEFORE printing and completing items 2 through 7. Items in red are required.

Department: Planning Department

Department contract file name (use effective date): White & Smith UDO Drafting_20210903

Project Code: Click here to enter text.

Contract type: Agreement

Contracted Services/Goods: Unified Development Ordinance Drafting

Contract Component: Other

Change Order Number/Addendum Number: Click here to enter text.

Vendor Name: White & Smith, LLC

Effective Date: 9/3/2021

Approved by: County Manager

Ending Date: Click here to enter a date.

Total Amount: \$398,174.00

2. Department Head or his/her designee has read the contract in its entirety.

By:  (Department Head signature required)

3. County Attorney has reviewed and approved the contract ☒

County Attorney has reviewed and rejects the contract ☐ Reason: _____

This is an automatic renewal and does not require approval from the County Attorney: Yes ☐ No ☐



If this box is checked the County Attorney's Office has reviewed the contract but has not made needed changes to protect the County because the contract is a sole source contract and the services required by the County are not available from another vendor.

4. Technical/MIS Advisor has reviewed the contract if applicable. Yes ☐ No ☐

5. Vendor has signed the contract. Yes ☒ No ☐

6. A budget amendment is necessary before approval. Yes ☐ No ☒

If budget amendment is necessary, please attach to this form.

7. Approval

☒ Requires approval by the BOC - contracts over \$100,000.00. Follow Board submission guidelines. BOC approval for the County Manager to negotiate and execute all contract and agreements on 2/15/2021

☐ Requires approval by the Manager – contracts \$100,000 or less.

8. Submit to Clerk.

Clerk's Office Only

☐ Finance Officer has signed the contract

☐ The Finance Officer is not required to sign the contract

NORTH CAROLINA
CHATHAM COUNTY

AGREEMENT FOR GOODS AND/OR SERVICES

THIS AGREEMENT FOR GOODS AND/OR SERVICES (this "Agreement"), made and entered into by and between Chatham County ("County"), and White & Smith, LLC ("Contractor").

WHEREAS, Contractor has agreed to provide goods and/or services as hereinafter set forth in a professional manner in accordance with the standards of Contractor's business or industry; and

WHEREAS, the County wishes to enter into an Agreement with Contractor to provide the goods and/or services specified in Appendix 1, Scope of Work, attached hereto and incorporated herein by reference and made an integral part of this Agreement.

NOW THEREFORE, in consideration of the premises and the mutual agreement described below, the parties agree as follows:

1. **Term of Agreement:** The term of this Agreement shall commence on _____, 20____ and end on _____, 20____, unless terminated as hereinafter set forth.
2. **Scope of Service:** The Contractor shall provide to the County the goods and/or services (the "Services") set forth in the "Scope of Work" attached hereto as Appendix 1. Any additions to the Scope of Work agreed to by the parties may only be added pursuant to a written amendment to this Agreement.
3. **Compensation:** As compensation for the Services to be provided by Contractor, the County shall pay the Contractor an amount not to exceed \$398,174.00. Attached hereto as Appendix 2 is a budget estimate that includes hourly rates for individuals working for Contractor and Contractor's approved subcontractors, and the estimated number of hours for each identified task. Contractor may invoice the County monthly for work performed by Contractor and Contractor's approved subcontractors, payable within thirty (30) days from receipt thereof. Invoices shall identify the individuals performing work, the individuals' hourly rate as set forth in Appendix 2, and a detailed description of the tasks or work performed for each entry by each Contractor team member. Notwithstanding the number of hours estimated and budget estimates for individual tasks, the total amount due to Contractor shall not exceed the amount set forth in this section. In the event that (i) the total number of hours needed to complete all the tasks; multiplied by (ii) the stated hourly rates; (iii) exceeds the amount set forth in this section, Contractor shall not be entitled to any compensation in addition to the amount set forth in this section, unless revisions to the 2-year Scope of Work are required or requested by the County. In the event that Contractor or any of Contractor's approved subcontractors seek to utilize personnel not listed on Appendix 2, Contractor must first obtain prior written approval from the County of such personnel and their hourly rate.
4. **Insurance:** Contractor shall maintain insurance policies at all times with minimum limits as follows:

| <u>Worker's Compensation</u> | <u>Automobile Liability</u> | <u>General /Professional Liability</u> |
|------------------------------|---|---|
| Statutory Limits | \$250,000 bodily injury per person \$100,000 property damage | \$100,000 bodily injury per person \$500,000 bodily injury per occurrence \$100,000 property damage |

All insurance policies shall be issued by companies authorized to do business under the laws of the State of North Carolina and shall be rated not less than "A" by A.M. Best and Company. Contractor shall furnish Certificates of Insurance to the County, naming the County as an additional insured, prior to the commencement of operations. The certificates shall clearly indicate that Contractor has obtained insurance of the type, amount, and classification as required for strict compliance with this paragraph and that no material change or cancellation of the insurance shall be effective without thirty (30) days prior written notice to the County. Compliance with the foregoing requirements shall not relieve Contractor from any liability or obligations under this Agreement.

5. Confidentiality: All proprietary data and information, if any, furnished to Contractor by the County shall be regarded as confidential, shall remain the sole property of the County and shall be held in confidence and safekeeping by Contractor for the sole use of the County and Contractor under the terms of this Agreement. Contractor agrees that its officers, employees, and agents will not disclose to any person, firm, or entity other than the County or its designated legal counsel, accountants, or practice management consultants any confidential information about the County. Contractor agrees to carry out its obligations to the County in compliance with all privacy and security regulations required by law.
6. Intellectual Property Owned by Contractor: This Agreement is subject to the North Carolina public records law, and may be released upon request. Not all "Trade Secrets" will qualify as protected under N.C.G.S. §132-1.2 and 66-152. Contractor should consult legal counsel before signing this document if Contractor is unsure of its intellectual property status under these statutes.
7. Status of Parties: Nothing contained in this Agreement shall be construed as establishing a partnership or joint venture relationship between Contractor and the County. Contractor and its employees and representatives are independent contractors, solely responsible for its or their performance under this Agreement and shall have no legal authority to bind the County.
8. Assignment and Subcontracting: The County hereby acknowledges and consents to the support of the following firms in the completion of the Scope of Services: TetraTech, Green Heron, and Clarion. Otherwise, neither this Agreement nor any rights or obligations hereunder shall be subcontracted, assigned, or delegated by Contractor without prior written consent of the County, which consent may be withheld in the County's sole discretion.
9. Binding Effect: This Agreement shall be binding upon the parties hereto, their heirs, administrators, executors, successors and assigns, if such assignment has been approved by the County.
10. Notices: Any notice or other communication required or permitted under this Agreement shall be in writing and shall be deemed to have been given on the date delivered personally or deposited in the United States Postal Service, certified mail, return receipt requested, with adequate postage affixed, addressed as follows:

Chatham County
Attn: County Manager
Post Office Box 1809
Pittsboro, North Carolina 27312
919.542.8200

White & Smith, LLC
Attn: Tyson Smith, AICP
PO Box 20954
Charleston, S.C. 29413
843-937-0201

Either party may change its address for notices under this Agreement by giving written notice of such change to the other party in accordance with the provisions of this paragraph.

11. Governing Law: This Agreement and the rights and obligations to the parties hereunder shall be construed and governed by the laws of the State of North Carolina and venue for any proceedings arising hereunder shall be in the state court of appropriate jurisdiction located in Chatham County, North Carolina.
12. Modifications: This Agreement may be amended or modified only by the mutual written consent of the parties. A modification is not enforceable against the County unless it is signed by the County Manager, Purchasing Agent, or other duly authorized official.
13. Entire Agreement: This Agreement contains the entire agreement between the parties pertaining to the subject matter of this Agreement. With respect to that subject matter, there are no promises, agreements, conditions, inducements, warranties or understandings, written or oral, expressed or implied, between the parties, other than as set forth or referenced in this Agreement.
14. Waiver: A waiver of any provision of this Agreement must be in writing, designated as such, and signed by the party against whom enforcement of the waiver is sought. The waiver of a breach of any provision of this Agreement shall not operate or be construed as a waiver of any subsequent or other breach thereof.

15. Termination: This Agreement may be terminated as follows:

- (i) Cause: If the services provided by Contractor under this Agreement are not performed as specified herein, this Agreement may be terminated by the County for cause. Grounds for termination for cause shall include, but not be limited to, the following:
 - (a) Failure to respond to reasonable requests from the County to provide the Services covered by this Agreement.
 - (b) Failure to keep and maintain any equipment required for the performance of this Agreement in good working order and in compliance and with all laws.
 - (c) Failure to properly recycle any electronic equipment as specified in Article 9, Chapter 130A of the North Carolina General Statute, or failure to comply with any statutory requirement included in the formal bid request, as provided in the bid packet, which bid packet is incorporated herein by reference.
 - (d) Failure to maintain the insurance required by this Agreement.
 - (e) Charging rates or fees in excess of those permitted under in this Agreement.
 - (f) Inefficient, or unsafe practices in providing Services.
 - (g) The material breach of any provision of this Agreement.
- (ii) Convenience: The County reserves the right to terminate this Agreement upon thirty (30) days prior written notice to Contractor for any reason deemed by the County to serve the public interest. This termination for convenience will not be made when termination is authorized under any other provision of this Agreement. In the event of such termination the County shall pay the Contractor its costs directly attributable to those Services received by the County prior to termination that meet the requirements of this Agreement. Provided, however, that no costs will be paid to the Contractor which are recoverable in the Contractor's normal course of doing business. The County is not liable for the loss of any profits anticipated to be made hereunder, nor for any special, consequential or similar damage.

16. Annual Appropriations and Funding: This Agreement is subject to the annual appropriation of funds by the Chatham County Board of Commissioners. Notwithstanding any provision herein to the contrary, in the event that funds are not appropriated for this Agreement, the County shall be entitled to immediately terminate this Agreement, without penalty or liability, except the payment for all Service satisfactorily provided under this Agreement up to and through the Contractor's receipt of notice of termination.

17. Indemnity: To the extent permitted by law, the parties agree to indemnify and hold harmless the other, its officers, agents, servants, and employees from any and all claims, actions, lawsuits, losses, damages, expenses, judgments, or liabilities of any kind whatsoever (including without limitation, cost of defense and attorney fees), as awarded by a court of competent jurisdiction, suffered by the party and proximately caused by an act or omission of the other, its subcontractors, agents, or employees.

18. County Policy: The County opposes discrimination on the basis of race and sex and requires all of its contractors to provide a fair opportunity for minorities and women to participate in their work force and as subcontractors and vendors under County contracts.

19. State and Federal Requirements; County Terms and Conditions: By signing this Agreement, Contractor certifies that (if applicable) Contractor, and any of Contractor's subcontractors are in compliance with State and Federal laws, including any divestment list by the NC State Treasurer, and Federal or State debarment or suspension lists. The County Terms and Conditions are incorporated herein and made an integral part of this Agreement and may be found at the County's web site: <http://www.chathamcountync.gov/finance>. A hard copy of the Terms and Conditions is available upon request.

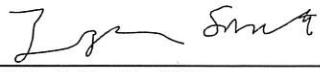
20. Controlling Document: In the event of any conflict between this Agreement and any document, instrument, or other agreement prepared or provided by Contractor (including, without limitation, Contractor's purchase orders, invoices and warranties), the terms of this Agreement shall control.

IN WITNESS WHEREOF, the parties have executed this Agreement in their official capacities with legal authority to do so.


Chatham County

By: 
Dan LaMontagne, County Manager

Contractor


By: White & Smith, LLC
Name: Tyson Smith, AICP
Title: Shareholder

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.


Hope Tally, Finance Director

Appendix 1

SCOPE OF WORK 2-Year Project Schedule

INTRODUCTION

White & Smith, in partnership with Green Heron, Clarion, and Tetra Tech, will prepare revisions to the County's zoning, subdivision, and other regulations described below. Following the detailed Scope, are "Additional Services," which may be added by agreement of the County and White & Smith as the project progresses.

We have revised our proposed timeline and scope of work to reflect an estimated two-year schedule from Kick-Off and to shift most public input tasks and subject matter expertise to the White & Smith Team, relying on Nealon Planning as a liaison with the County and the community. Nealon Planning is acting under a separate contract with the County.

Our revised timeframe is based on direction from staff indicating the County's project manager, with consultation from staff as needed, will provide timely direction to the consultant Team, including regarding approaches to include in draft documents provided for public and County review. In addition, other than as provided below, the County project manager will be the point of contact with County boards, commissions, staff, and stakeholders, as needed to inform their direction to White & Smith.

In addition, the Scope of Services has been developed after discussion with County staff and reflects a schedule and process the County and the Team believe will effectuate the intent of the County in completing the UDO revisions in an ordered and efficient manner. If, during the course of the project, the County wishes to reprioritize or revisit planned code revisions, the Scope of Work may be revised pursuant to the "Additional Services" provisions below and the terms of the prime contract.

The White & Smith team will set up a freestanding website or a webpage on the County existing website for managing the public outreach effort for the project. In addition, the website will include a comments feature, a document repository for draft project materials, and notice of important project milestones and public meetings.

Finally, in addition to the nine (9) in-person meetings and four (4) virtual meetings included in the Estimated UDO Timeline, the scope includes attendance at three (3) additional in-person or virtual meetings as identified as necessary by the County project manager at times to be determined.

STAGE 1: PROJECT ORIENTATION

Task 1: Document Review

As soon as the County issues our notice to proceed, we will gather and review background data and policy documents.

Deliverables:

Review documents

Task 2: Kickoff

First, during this Task, we will participate in orientation meetings with the County's project manager, Planning Department staff, and related development review staff to discuss:

- » The project scope, including the role of the selected Planning Services team;

- » Schedule of public outreach and deliverables; and
- » Phasing of key project milestones.

Second, we will meet with the County Commission, Planning Board, Environmental Review Advisory Committee (ERAC), Ag. Advisory Board, and other appointed bodies.

Third, we will also organize, plan for, and conduct introductory an initial public workshop and a series of stakeholder focus group meetings.

Deliverables:

- 📅 Staff meetings and focus groups (a 2-3 day series of meetings)

STAGE 2: ASSESSMENT

Task 3: Issues Identification

After the Kickoff, we will provide an Issues Identification memorandum to the Project Manager that summarizes the issues presented by County officials and stakeholders during Task 2. The County's project manager will provide comments on the Issues Identification Summary, and we will finalize the memorandum for dissemination and posting on the project website, if desired.

Deliverable:

- 📄 Issues Identification Summary (draft and final)

Task 4: Audit Report

After the Issues Identification Summary is complete, we will provide an Audit Report that describes in more detail the issues identified in the Issues Identification Summary and how they may be addressed during the drafting of the UDO.

In addition, our land use attorneys will identify any preliminary legal issues, including applicable federal, state, and local laws, that should be considered by staff and the County Attorney.

Based on comments from the County's project manager, we will finalize the Audit Report. We will then present the report to the Planning Board, ERAC, and Board of Commissioners.

Deliverables:

- 📄 Audit Report (draft and final) | 📅 Presentation to County Boards, Commissions, and Public

Task 5: Annotated Outline (the "Drafting Blueprint")

After receiving staff comments on the Audit Report, we will prepare an Annotated Outline that will serve as the "Drafting Blueprint" of the new UDO. The UDO format will integrate all aspects of current development regulations including zoning, subdivision regulations, watershed protection, sign regulations, development standards, stormwater, soil, and erosion control, and regulations of individual uses such as junkyards and mobile homes.

The Annotated Outline will provide an overview of the proposed UDO structure and will help identify options and alternatives for staff to consider, along with a correspondence table tagged to the existing sections. This will provide a blueprint for the drafting stages of the project.

We will provide an initial draft for review by the County Project Manager and provide a final draft based on their comments and input. The Outline will be a working document that will guide and orient the development of the UDO.

Deliverables:

- 📄 Drafting Blueprint (draft and final) | 📅 Presentation Session in conjunction with Task 4

STAGE 3: DRAFTING

Task 6: Drafting

The drafting stage involves separate modules for the basic code elements: zoning, procedures, and development standards, with revisions to the definitions section as we go along. For each module, we will organize, plan for, and conduct a public outreach session and, if requested, hold a virtual “check-in” with the Board of County Commissioners or other board it designates. The public outreach sessions will include fact sheets, presentations, and interactive dialogue. The virtual “check-in” sessions will include presentations with an opportunity for questions and answers.

Our budget includes a set aside of time for the preparation of graphics and illustrations in the UDO and the Administrative Manual. Although the UDO will not reflect a “form-based code” concept, the County does wish to augment text in certain areas to increase the organization and user-friendliness of the final UDO. We will prepare these graphics as policies and text are finalized in Stage 3.

Zoning Module

We will update Chatham County’s zoning districts with standards that implement *Plan Chatham* and other current planning policies. We anticipate revisions to include the following:

- » A very brief and “to the point” General Provisions article that introduces the reader to the UDO and shows how to find information.
- » Provide a table of district types and applicability.
- » Update the base (residential, commercial, office, and mixed-use) districts.
- » Revise the conditional use district and Planned Residential Development (PRD) regulations.
- » Update use lists for the zoning regulations, including as appropriate, references to the APA Land-Based Classification Standards (LBCS) and North American Industrial Classification System (NAICS).
- » Create standards for specific uses that have unique impacts or special legal considerations.
- » Revise dimensional standards.
- » Create illustrations that clarify the meaning of zoning district regulations and development standards.
- » Provide Supplemental Regulations reflecting best practices.

We anticipate that this project may result in some new districts, combined districts, and some districts removed and rezoned to a new or revised district category. Planning staff will prepare the new zoning map, if applicable, and determine the specific boundaries of any new or revised zoning districts. However, we will provide guidance, based on our revisions to the UDO, as to new districts and zoning.

Development Standards Module

This establishes the basic standards for all development in Chatham County. We anticipate revisions to the development standards to include:

- » Revised standards for site layout, neighborhood transition, building design, and impacts.
- » Subdivision standards including lot and block layout, environmental protection and sensitive areas, and park design and dedication.
- » Triggers for the analysis of water, wastewater, traffic, drainage, noise, wildlife habitat, and environmental and floodplain issues.

- » Provisions to enforce the subdivision and soil and erosion control standards.

Procedures Module

The procedures module will address any needed revisions to facilitate new standards for the UDO developed in other modules or to reflect the desire to revise current procedures, pursuant to the North Carolina general statutes. We anticipate this module to include:

- » The overall process for subdivision and zoning approval.
- » A common workflow for each entitlement.
- » Division of processes into individual sections by permit type.
- » Mechanisms for flexibility and relief such as appeals and variances.
- » The authority for each review and decision-making body.
- » Addressing the nonconforming status of existing and new structures and uses.

Definitions Module

We will build a unified definitions section as we proceed through the drafting process. This module includes the final list of definitions. As noted in the estimated project schedule, a revised definition section will be provided for review during the presentation of each of the three modules described above, as applicable.

Drafting Process

We will prepare initial staff review draft for each module for review by the County Project manager. If staff review occurs during this phase, the County project manager will provide a consolidated list of comments for revision. We will then provide a second draft that reflects County and public comments, and that can be taken to the adoption process (Task 7) with minor revisions.

In addition, we will prepare a spreadsheet tool for documenting revisions to the UDO, by current and new section numbers. We will use the spreadsheet as a basis to revise successive drafts of the UDO.

Each draft will have legal review by a team attorney and any identified legal issues will be brought to the attention of the County project manager for consideration and, if desired, further discussions with the County Attorney or Board of County Commissioners, as directed by the County project manager.

Testing

After the draft zoning and development standards modules are completed, we will test the draft provisions of the UDO against 10 hypothetical sites provided by the County project manager. This could involve actual undeveloped sites, recent applications, or hypothetical site plans that are similar to anticipated development in the County.

During completion of the procedures module, we will work with staff to test the proposed procedures or revised procedures against a hypothetical project for each category of procedure.

Deliverables:

 Draft Code Modules (two drafts) |  Public Outreach Meetings (4) + Virtual Check-in Sessions, as needed (4)

Task 7: Final Drafts

Following public outreach for each module completed in Task 6, we will prepare a revised iteration of the module based on the direction of the County project manager, which will be consolidated into the UDO for consideration for adoption in Task 8.

When the drafts are distributed to the public, we anticipate providing a deadline for responses to keep project momentum and to meet the desired timeframes.

Deliverable:



 Final Code Modules

STAGE 4: ADOPTION

Task 8: Adoption—Final Products

Based on the input received during the formal adoption process, we will prepare a final version of the UDO for codification.

Deliverables:


 Final Code |  Attend adoption hearings (2 meetings)

STAGE 5: POST-ADOPTION

Task 9: Administrative Manual

We will prepare an easy to understand Administrative Manual for the new UDO. A text document and brochure or booklet form will include an introduction and executive summary of the regulations, a series of frequently asked questions (FAQs), and an explanation of how the zoning districts and development regulations work together.

Deliverable:

 Written Administrative Manual and brochure or booklet (two drafts)

Task 10: Training

We will conduct a training session that provides a how-to guide for zoning administrators, applicants, and public decision makers. This will include a presentation, training manual, and exercises. We will conduct one session, and County staff will retain the presentation and manual for future sessions.

Deliverables:

 Training Manual |  Present training session

ADDITIONAL SERVICES

In the event that services, meetings, or deliverables in addition to those in the Scope of Work above are requested by the County during the course of the project, White & Smith will work with the County project manager to revise its agreement with the County to add those services, based on the same hourly rates shown in the UDO Estimated Budget.

The following are examples of additional services:

- (1) Additional rounds of code or module drafts;
- (2) Additional in-person or virtual meetings;
- (3) The development of renderings or other drawing or scenarios other than those described in the Scope of Work;
- (4) Form-based regulations;
- (5) GIS services;
- (6) Costs of meeting space;
- (7) Services required to respond to changes in state law requiring revisions to work product already prepared or that significantly increase local government code requirements;
- (8) Participation in rezonings or other planning or zoning matters during the UDO rewrite;

- (9) Costs and tasks related to notice and advertising;
- (10) Build-out analyses; non-conformity studies; or other studies necessary to support revisions to the UDO, other than as provided in the Scope of Work;
- (11) Revisions to the Comprehensive Plan.

APPENDIX 2

| Chatham County Unified Development Ordinance Estimated Budget (2021) | | | | | | | | | | | | | | | | | | | |
|--|------------------------------|------|---------------------------------------|-------|--------------------|------|-------------|------|----------------------------|------|---|------|--------------|------|----------|-------|-----------|----------|--|
| Stage/Task | White & Smith, LLC | | | | Clarion Associates | | | | Tetra Tech | | | | Green Heron | | | | Totals | | |
| | T. Smith/M.White | | K. Cousino/R. Wilson/ S. Scoopmire | | C. Richardson | | T. Richards | | Green / Baker / Sherman | | H. Miller/J. Wright/ Trevor Clements | | B. Hitchings | | | | | | |
| | Hours | Cost | Hours | Cost | Hours | Cost | Hours | Cost | Hours | Cost | Hours | Cost | Hours | Cost | Hours | Cost | Hours | Subtotal | |
| 1 Project Orientation | | | | | | | | | | | | | | | | | | | |
| 1 | Document Review | 24 | \$4,800 | 24 | \$2,400 | 2 | \$450 | 4 | \$520 | 4 | \$340 | 4 | \$740 | 2 | \$350 | 64 | \$9,600 | | |
| 2 | Kickoff | 64 | \$12,800 | 32 | \$3,200 | 0 | \$0 | 16 | \$2,080 | 0 | \$0 | 24 | \$4,440 | 16 | \$2,800 | 152 | \$25,320 | | |
| 2 Assessment | | | | | | | | | | | | | | | | | | | |
| 3 | Issues Identification | 24 | \$4,800 | 32 | \$3,200 | 2 | \$450 | 8 | \$1,040 | 2 | \$170 | 12 | \$2,220 | 6 | \$1,050 | 86 | \$12,930 | | |
| 4 | Audit Report | 60 | \$12,000 | 80 | \$8,000 | 2 | \$450 | 8 | \$1,040 | 2 | \$170 | 4 | \$740 | 4 | \$700 | 160 | \$23,100 | | |
| 5 | Annotated Outline | 16 | \$3,200 | 32 | \$3,200 | 0 | \$0 | 4 | \$520 | 0 | \$0 | 0 | \$0 | 4 | \$700 | 56 | \$7,620 | | |
| 3 Drafting | | | | | | | | | | | | | | | | | | | |
| Drafting Modules | | | | | | | | | | | | | | | | | | | |
| 6 | Zoning Module | 104 | \$20,800 | 220 | \$22,000 | 6 | \$1,350 | 80 | \$10,400 | 12 | \$1,020 | 4 | \$740 | 8 | \$1,400 | 434 | \$57,710 | | |
| | Development Standards Module | 80 | \$16,000 | 220 | \$22,000 | 6 | \$1,350 | 60 | \$7,800 | 12 | \$1,020 | 80 | \$14,800 | 8 | \$1,400 | 466 | \$64,370 | | |
| | Procedures Module | 100 | \$8,000 | 100 | \$10,000 | 6 | \$1,350 | 12 | \$1,560 | 12 | \$1,020 | 0 | \$0 | 8 | \$1,400 | 178 | \$23,330 | | |
| | Definitions Module | 36 | \$7,200 | 120 | \$12,000 | 4 | \$900 | 4 | \$520 | 12 | \$1,020 | 12 | \$2,220 | 0 | \$0 | 188 | \$23,860 | | |
| | Graphics | 24 | \$4,800 | 32 | \$3,200 | 4 | \$900 | 16 | \$2,080 | 60 | \$5,100 | 0 | \$0 | 0 | \$0 | 136 | \$16,080 | | |
| | Testing | 32 | \$6,400 | 12 | \$1,200 | 8 | \$1,800 | 8 | \$1,040 | 12 | \$1,020 | 32 | \$5,920 | 12 | \$2,100 | 116 | \$19,480 | | |
| 7 | Final Drafts | 24 | \$4,800 | 36 | \$3,600 | 2 | \$450 | 2 | \$260 | 12 | \$1,020 | 6 | \$1,110 | 0 | \$0 | 82 | \$11,240 | | |
| 4 Adoption | | | | | | | | | | | | | | | | | | | |
| 8 | Adoption | 48 | \$9,600 | 48 | \$4,800 | 4 | \$900 | 16 | \$2,080 | 4 | \$340 | 16 | \$2,960 | 0 | \$0 | 136 | \$20,680 | | |
| 5 Post-Adoption | | | | | | | | | | | | | | | | | | | |
| 9 | Administrative Manual | 12 | \$2,400 | 80 | \$8,000 | 0 | \$0 | 0 | \$0 | 0 | \$0 | 10 | \$1,850 | 0 | \$0 | 102 | \$12,250 | | |
| 10 | Training | 8 | \$1,600 | 72 | \$7,200 | 0 | \$0 | 0 | \$0 | 0 | \$0 | 0 | \$0 | 0 | \$0 | 80 | \$8,800 | | |
| Project Administration | | | | | | | | | | | | | | | | | | | |
| | Management/Coordination | 40 | \$8,000 | 60 | \$6,000 | 6 | \$1,350 | 12 | \$1,560 | 4 | \$340 | 6 | \$1,110 | 6 | \$1,050 | 134 | \$19,410 | | |
| | Project Website | 0 | \$0 | 0 | \$0 | 8 | \$1,800 | 24 | \$3,120 | 120 | \$10,200 | 0 | \$0 | 0 | \$0 | 152 | \$15,120 | | |
| Total Hours/Subtotal Fees | | 636 | \$127,200 | 1,200 | \$120,000 | 60 | \$13,500 | 274 | \$35,620 | 268 | \$22,780 | 210 | \$38,850 | 74 | \$13,024 | 2,722 | \$370,974 | | |
| Travel | | | | | | | | | | | | | | | | | \$20,000 | | |
| Copies (final UDO) | | | | | | | | | | | | | | | | | \$7,200 | | |
| | | | | | | | | | | | | | | | | Total | \$398,174 | | |