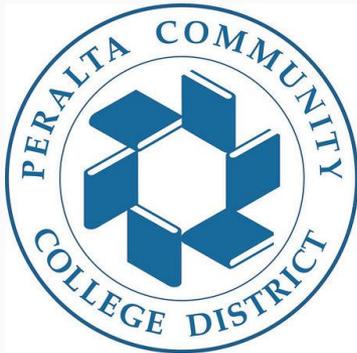




Capabilities Overview

Presented to the Peralta Community College District Board of Trustees



July 27, 2010

Who Is Marstel-Day?

- **A Woman-Owned Historically Underutilized Business (HUB)Zone enterprise** with offices Oakland, CA since January 2004
- Founded November 2002
 - headquartered in Fredericksburg, Virginia
- We are composed of 65 full-time staff members, a cadre of dedicated SME consultants, and our Advisory Council
- Focused on providing outstanding **studies and analyses**

Marstel-Day Key Capabilities

- ▶ **Strategic Communication, Outreach, Engagement and Stakeholder Facilitation**
- ▶ **Strategic Planning, Policy Formulation and Organizational/Program Reform**
- ▶ **Geographic Information Systems (GIS) analyses and mapping**
- ▶ **Environmental Advisory Services**

Illustrative Clients

Government Clients

- Office of Secretary of Defense (Policy)
- Office of Secretary of Defense (Installations & Environment)
- Military Services (Army, Navy, Marine Corps, Air Force, Army and Air National Guard)
- US Army Corps of Engineers
- Army Environmental Policy Institute
- USACE Institute for Water Resources
- Department of Homeland Security
- National Oceanic and Atmospheric Administration
- US Environmental Protection Agency
- **Port of Oakland/City of Oakland**
- Virginia Tri-Service Initiative
- Military Growth Task Force of the North Carolina Eastern Region
- **East Bay Regional Park District**

Commercial Clients

- **Bay Dredging Action Coalition**
- Science Applications International Corp.
- Michael Baker Junior Engineering
- Ecology and Environment
- HDR | e2M
- CDM
- HGL
- Parsons Engineering
- **URS**
- **Signature Properties**
- The Lester Group
- Tricord Homes
- **Building & Construction Trades Council of Alameda County (AFL-CIO)**
- Kimley-Horne and Associates, Inc.
- **Beacon Economics**
- **Claussen Engineering**

Recent Awards and Recognition

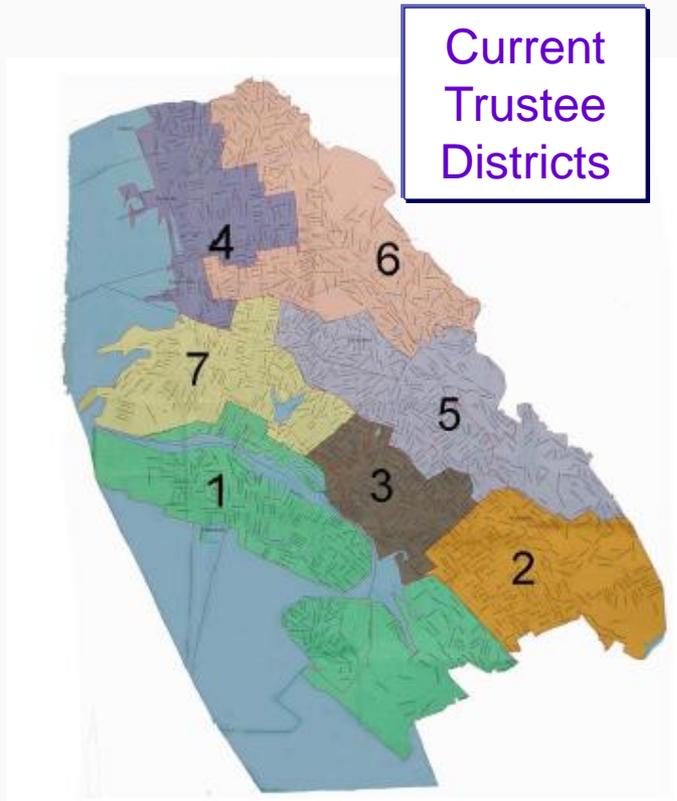
- **April, 2010: *American Planning Association, Federal Planning Divisions Outstanding Collaborative Planning Project***
- **December, 2009: *Environmental Business Journal Project Merit Award for our global environmental monitoring and intelligence capability in collaboration with IHS Jane's***
- **August, 2008: *The Association of Defense Communities (ADC) awards Marstel-Day President Rebecca Rubin the 2008 Private Sector Leader of the Year Award***

- **February 2010: *Virginia Business* magazine selects Marstel-Day as one of four finalists for its 2009 small business of the year award**
- **December, 2009: *Environmental Business Journal Silver Medal among small businesses***
- **August, 2009: *National Zweig Letter "Hotfirm" List – among the 200 fastest-growing architecture, engineering, and environmental consulting firms in the United States***
- **March, 2009: *Virginia Chamber of Commerce's "The Fantastic 50," recognizing the 50 fastest-growing companies in Virginia.***
- **December 2008: *Environmental Business Journal Gold Medal among small businesses***
- ***Consistent top small business rank by Dun & Bradstreet and Better Business Bureau***

Project Team

- **H. Lee Halterman** – Principal in Charge
- **Charles Bradshaw**, Certified Project Manager – Project Manager
- **Chauncey Robbs**, Masters in Urban Planning – GIS Administrator
- **Isaac Ramirez**, Masters in Urban Planning – Planning, GIS and community engagement support
- **Jessica Tse**, Bachelor of Science – Community engagement support

Redistricting Criteria



Each District must be:

- Equal in population
- Respect communities of interest
- Contiguous
- Compact
- Translate into a description and geography acceptable to the Registrar of Voters

Methodology

- Meet with Trustees and headquarters staff to assess issues associated with redistricting, ***identify stakeholders and communities of interest***; meet with College administrations to identify stakeholders and communities of interest
- Further research District stakeholders – key individuals and organizations – and develop consolidated list for review
- Analyze census population and demographic data to support development of initial range of alternatives
- ***Map and describe alternatives***; share with District for approval
- ***Develop public outreach and engagement*** strategy and schedule for public meetings; prepare materials for posting to website

Methodology (cont.)

- Hold public meetings; consolidate notes; provide notes to District
- ***Assess stakeholder inputs; develop or modify alternatives*** for Trustee consideration
- Prepare final report with weights associated with alternatives' fidelity to the required redistricting criteria (excellent-significant-acceptable)
- Work with management to post materials to website in preparation for Trustee action
- Deliver report to Trustees
- Finalize information for Registrar for redistricting plan adopted by Trustees; answer any questions from Registrar

Meeting the Trustees' Sustainability Goals

Phase 1
(2002-2004)

- Marstel-Day Founded on Premise of Green Consulting Projects
- Launched as Virtual Organization

Phase 2
(2004-2008)

- Centralization of personnel; Emphasis on Reducing Personnel Travel Mileage
- Significant “firsts” in Telecommuting Program Grants (Alexandria and Fredericksburg)
- Earth Day Commitments
- Virginia Green Membership

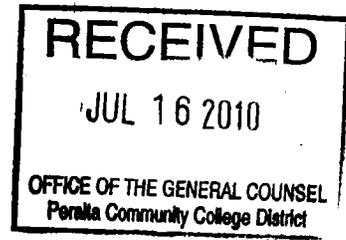
Phase 3
(2008- forward)

- Green Communications: alignment of internal values and external (consulting) projects
- Green Office : stockrooms, kitchen items, cartridge-free printers
- Rain Barrels, Native Gardens, Recycling, Working Towards Solar
- Green Hiring Practices
- Earth Day Commitment Made Mandatory via Offer Letters
- Carbon Offsets: for all personnel air and car travel through CarbonFund.Org
- Skype capabilities join with existing VTC
- Launch of Vital Voices of the Environment (Interviews with “Thought Leaders”)
- Launch of Verdant World News (Blog)

Conclusion

Marstel-Day is well positioned with experienced personnel to conduct Peralta Community College District's decennial redistricting and stands ready to assist in this important effort.





Marstel-Day, LLC
Proposal to the Peralta Community College District
Submitted July 16, 2010

Response to June 10, 2010 Request for Qualifications
Redistricting Consultant



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2. Letter of Interest



July 16, 2010

Please respond to:

2217 Princess Anne Street, Suite 101-1A
Fredericksburg, VA 22401
540-371-3338
218 North Lee Street, Suite 300, Alexandria, VA 22314
703-519-3777
** 1736 Franklin Street, Suite 500, Oakland, CA 94612
510-663-0936

Peralta Community College District
Office of the General Counsel
Attn: Thuy T. Nguyen, Esquire
333 East 8th Street
Oakland, CA 94606

RE: Response to RFQ for Redistricting Consultant

Dear Ms. Nguyen:

Marstel-Day, LLC, a woman-owned business with offices in Oakland, California submits this proposal to the Peralta Community College District in response to your June 10, 2010 Request for Qualifications for a Redistricting Consultant.

The Company is fully qualified to perform the redistricting services and can provide the data analysis; mapping; community outreach, engagement and facilitation services required of such a public undertaking; and produce a reasonable range of alternatives for Trustee consideration as it goes through the exercise of ensuring that its Trustee districts align with the legal standards for population parity and the respect for communities of interest.

Marstel-Day principal Lee Halterman led these very redistricting services for the Peralta District in the wake of the 2000 census. Since that time, he has merged his business enterprise with that of his partners in Marstel-Day and he is proposed to be the Principal-in-Charge of any contract for services that Peralta District would award Marstel-Day for these services. He would be joined by a small cadre of highly qualified Marstel-Day employees who are both familiar with the Oakland metropolitan area and the cities that cover the Peralta District jurisdiction, and are highly skilled in data integration, analysis and GIS mapping that draws from database sets of data. The resumes of these staff members are provided later in this proposal.

We are pleased to submit this proposal, committed to executing the project in an exemplary manner with an on-time, on-budget performance if selected by the Board and look forward to the opportunity to discuss our

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qualifications further with the Board at its July 27 meeting. While we have proposed a schedule and project "game plan," we of course would want to finalize this schedule with you and the Board, to ensure that we fully capture the District's interest in an open, transparent, and legally sufficient process for this important redistricting effort.

While we have provided all required information in this RFP and have attached the necessary certifications, please do not hesitate to ask if there is anything further that we might provide to clarify anything of interest to you or the Trustees.

Regards,

A handwritten signature in black ink, appearing to read "H. Lee Halterman". The signature is fluid and cursive, with a long horizontal stroke at the end.

H. Lee Halterman
Partner

3. Executive Summary

Marstel-Day is a woman-owned strategic planning firm with one of its principal offices in Oakland CA that has an extensive practice in producing studies and analyses to support government clientele decision making. Beyond its Principal-in-Charge's personal involvement in redistricting activities, including for the Peralta District in 2000, the company's staff of analysts and GIS technicians have all the requisite skills to perform the 2010 Decennial Census redistricting for the Peralta District.

The company has the data assessment and mapping skills to prepare all materials necessary for Peralta District consideration and for utilization by the Registrar of Voters in updating county data and maps to whatever newly redistricted boundaries the Trustees would select for the District. In addition, it has the communications, graphic, web and material production skills to provide all needed public documents, including those posted to web-based sites for ready public access.

Marstel-Day proposes to conduct a highly focused and transparent process of analysis to support the District's requirements, which will include:

- A preliminary public meeting to outline the redistricting process, the public meeting schedule and the timeline for action
- Interviews with Trustees to understand their perceptions of communities of interest within the District
- Discussions with management to establish an agreed-upon schedule for program execution, including scheduling of public meetings to review alternatives
- Facilitating, organizing and capturing notes from the public meetings, each of which will be held at the District's community college sites (and meetings are proposed to be held at *all* college sites)
- Identification of a suitable range (not to exceed four) of alternatives for redistricting the District and the narrative explanations to support the basis for the alternatives' inclusion in the public meeting and Trustee deliberation process
- Development of one or two additional alternatives after public hearings and based on *public* comments for submission to the Trustees for their deliberations
- Preparation of a final report to be presented to the Trustees for their consideration at a publicly noticed meeting of the Board for adoption of a plan
- Preparation of materials to be posted to a project site on the District's website, to ensure the broadest public access to maps and other data

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Upon adoption by the Trustees and working with the General Counsel, Marstel-Day would prepare data and maps for submission to the Registrar of Voters for preparation of the County Registrar's overall redistricting of all jurisdictions within the County boundaries. A final report would be submitted through the General Counsel for submission to the Registrar; a consultant would remain available to provide answers to questions that might emerge during the Registrar's incorporation process.

The entire project would be framed and mapped to comply with the Registrar's stated requirement that the new plan be adopted and submitted 180 days prior to the June 2012 election – or approximately December 1, 2011. With the Bureau of Census guaranteeing relevant block-level Census data no later than April 2011, the proposed effort should be bracketed within the April-November 2011 timeframe, to ensure compliance with the Registrar's request.

4. Statement of Qualifications

Marstel-Day was founded in 2002 with a focus on providing conservation, environmental resource, environmental justice, strategic planning and other studies and analyses in support of our clients. Although the company does not meet the Peralta size standards as a small business, Marstel-Day is recognized by the US Small Business Administration as a small business in its principal NAICS code – environmental and other planning consulting services. In addition, the company is certified as qualifying as a HUBZone (Historically Underutilized Business Zone) small business enterprise because of the location of its offices in disadvantaged communities, and the fact that at least 35% of its employees reside in qualifying disadvantaged census tracts. The firm has certified in California as a woman-owned small business and is registered as a local business with both the City of Oakland and the Port of Oakland.

Marstel-Day has grown to be a company of approximately 60 senior, mid-level, and junior analysts and regularly employed college interns in its offices, including in its office in Oakland. Marstel-Day provides studies and analytical services to clients throughout the United States, and its clients have included the Port of Oakland, the City of Oakland, the US EPA, National Oceanic and Atmospheric Administration, the US General Services Administration, the Departments of Homeland Security and Defense (including all of the uniformed services) and other agencies and private clients.

As a regular part of its studies and analyses, Marstel-Day reviews and synthesizes demographic data when producing a variety of documents. These can include Environmental Impact Statements under the National Environmental Policy Act that analyze socio-economic and environmental justice impacts on communities or assessing the demographics and trends that surround military installations, airports and other activities when undertaking our Encroachment Control Plan/Encroachment Partnering Strategies. So, analyzing census data is a routine and regular part of the Marstel-Day analytical activity and it will be able to analyze the most recent census data in support of developing a legally sufficient set of alternatives for consideration by the District.

These analytical strengths are augmented by staff that has a full capability in GIS mapping and the conversion of data sets into graphical maps depicting geographic overlays. In our past experience in conducting redistricting, the ability to depict potential alternatives graphically is critical to Trustee and community ability to assess the proposed revisions to the current districts.

In 2010, Marstel-Day received the American Planning Associations' (Federal Planning Division) Award for the best collaborative planning project in the nation, for its pioneering work in community collaboration between the Marine Corps and the Eastern North Carolina communities that host the installations. This compatible land-use planning undertaking exemplifies Marstel-

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Day's commitment to innovation, collaboration and professionalism in matters of community planning and public engagement.

Marstel-Day principal-in-charge, Lee Halterman, is a California attorney with an understanding of the principals involved and underlying the redistricting effort. As noted, he performed these services for the District following the last decennial census, and he understands the requirements for population parity, the respect for communities of interest and other requirements for a successful and legally compliant plan. Mr. Halterman is supported in the company's Fredericksburg office by Deputy General Counsel Steve Judy, who will not be an author, but will provide critical support for QA/QC of the document to ensure compliance with all legal requirements. Mr. Judy worked on county-level redistricting issues from his position in a county counsel office in Virginia.

Marstel-Day has grown over the past several years from a company that had approximately 20 employees in 2007, 35 employees in 2008-2009 and now 60 employees. During and throughout that period of growth, Marstel-Day has successfully managed – on-time and on-budget – the numerous and diverse projects that it has undertaken. It has grown during that period to average annual revenues for three years of \$5.4 million, with 2009 revenues of \$6.3 million. Marstel-Day's workload is overwhelmingly that of studies and analyses: projects that look at a geographic, resource or other set of issues, analyze them and then take those analytics and place them into a report that leads to a project conclusion. These projects range in scale from five figures to seven figures in cost, which reflects their varying complexity. Marstel-Day can readily incorporate into its current workload and it can readily perform the scale of services that will be required by this redistricting requirement.

Marstel-Day's west coast and Oakland resources will provide the primary support for this project, as is noted in the resume section. However, important project QA/QC and management will be provided from our Virginia headquarters – both with regard to the GIS mapping and data display functions and overall project management.

Marstel-Day enjoys top ratings from both the Better Business Bureau and Dun & Bradstreet for its financial stability and fiscal responsibility. Marstel-Day's administrative staff will provide a smooth interface to the District on billing and administrative issues.

In sum, Marstel-Day boasts a successful and well-regarded record of studies and analyses and a sound business practice committed to outstanding performance.

5. Summary of Experience

The Marstel-Day Principal-in-Charge managed the successful 2000 Decennial Census redistricting for both the Peralta Community College District and the Alameda County/Contra Costa County Transit District (A/C TRANSIT). The execution of these projects required:

1. the evaluation of census data to provide both the population and demographic information necessary to achieve the objectives of
 - a. parity of population as near as practicable in the Trustee districts; and
 - b. respect for the integrity of communities of interest in making changes to recalibrate the proper population balances among the districts;
2. the establishment of sufficient and well-noticed community meetings and other communication methodologies to ensure public input to the plan and transparency of the redistricting process to the community;
3. mapping proposed alternatives and providing a narrative that characterized those changes and purposes that they served (i.e., what alignments of communities of interest did the proposed alternatives achieve);
4. providing the Trustees and District management with analyses to support their decision making regarding the selection of a redistricting plan and the material support for its ability to hold a public hearing and meeting to hear final public comments to support reaching a final decision;
5. liaison with the Alameda County Registrar of voters to translate the work product from our consultant activity to a format that would allow the Registrar's office to complete its realignment of precincts and district lines on a timeline sufficient to meet requirements for the 2012 election cycle; and,
6. provision of all data in a useable and manageable form to ensure legacy access by the District and the Registrar to the work product.

In addition to this direct work in support of two, local redistricting actions, Marstel-Day constantly supports a wide variety of stakeholder engagement and public involvement activities and undertakes studies and analyses of the type that a redistricting study would require, including:

- community, outreach and engagement strategies for clients that
 - identify stakeholders and assess their interests in the potential outcomes of the client's proposed action

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- develop communication themes and communication materials to support the client's ability to "tell its story"
- facilitate community meetings and forums, including conflict resolution facilitation and planning charrettes
- incorporate inputs from stakeholders into the client's analytical framework to try to align community and institutional interests
- public involvement in National Environmental Policy Act (NEPA) studies (Environmental Impact Statements/Environmental Assessments) to ensure
 - compliance with Council on Environmental Quality guidelines for public participation and review of the NEPA documents
 - environmental justice requirements are fulfilled and that disadvantaged communities are fully engaged in participation of the public review of the EIS/EA underway
 - response to public comments in a manner that successfully allows the public and each commenter to understand how the comment was evaluated and what impact it had on the agency decision
- community analyses and stakeholder identification strategies associated with our *encroachment control planning* and *encroachment partnering/joint action plan strategies* that form the basis of community-institution collaborations for land use, resource protection and related actions to meet the operational requirements of institutions and the aspirations of host communities.

Marstel-Day's practice areas completely support, on a day-to-day basis, the sharpening of analytical and community relations skills necessary to successfully execute the Peralta Redistricting Strategy.

6. Resumes of Key Members

Project Principal: H. Lee Halterman, Partner/General Counsel

Mr. Halterman serves as the company's chief financial officer and general counsel. In addition he continues to support and sometimes oversee projects in the fields of strategic planning studies and analysis; legal, legislative, regulatory, and policy analysis; encroachment management and land use; Net Environmental Benefit Assessments; water resources and maritime issues; national security, non-proliferation, and arms control; and energy development.

In the wake of the 2000 Decennial Census, he led the redistricting efforts for Peralta Community College and the A/C Transit District.

Other clients have included federal government agencies and military services, local port authorities, and private corporations, among others. He has played a lead role in a number of Marstel-Day's initiatives: he led the effort on behalf of the USMC to develop an engagement strategy to ensure that the Corps' military operational requirements were appropriately considered in any permitting analyses associated with the proposal to site a liquefied natural gas facility off-shore of MCB Camp Pendleton. Similarly, he led Marstel-Day's efforts to develop a comparable engagement strategy to deal with threatened civil airport encroachment at MCAS Miramar. He has led Marstel-Day's effort to assist the Marine Corps in study potential land acquisition and Special Use Airspace establishment at the Marine Corps Air Ground Combat Center in Twentynine Palms, CA. He was co-author of the company's transformation study for the US Army Corps of Engineers, Institute for Water Resources. He led Marstel-Day's effort to develop pathways for improving the evaluation of proposed budget investments in NOAA's global environmental observation and data management systems for of NOAA's Director of Program Analysis and Evaluation (NOAA PA&E). He also contributed to the study regarding the Army's streamlining of the execution of its NEPA obligations in connection with the BRAC '05 round of base closures. In addition, he led Marstel-Day's efforts on behalf of the Port of Oakland's maritime and aviation development program and facilitated a number of complex multi-stakeholder disputes among industry-environmental stakeholder groups and regulators. His work in the latter areas has aided efforts to transfer the former Sierra Army Depot to non-profit conservators and restore wetlands at the former Hamilton Army Airfield.

He also managed the industry-labor association Bay Dredging Action Coalition. In this capacity, he was elected to chair the state-federal, multi-agency, stakeholder Long Term Management Strategy, Environmental Windows Working Group, a NOAA-sanctioned multi-stakeholder forum chartered to ensure that science studies and harbor/channel dredging and disposal operational best management practices are appropriately calibrated.

He received his BA in Political Science from UC Berkeley and his Juris Doctor from its Boalt Hall School of Law, at which he was a member of the Moot Court Board. He formerly served as Democratic Counsel and Policy Director to the House Armed Services Committee, serving simultaneously as General Counsel to Representative Ronald V. Dellums, for whom he worked for 28 years, retiring from congressional service in 1998.

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Mr. Halterman is a member of the United States Supreme Court bar, the bars of the Circuit Court of Appeals for the District of Columbia and the U.S. District Court for the Northern District of California, and the Supreme Court of the State of California. He maintains his status as an active member of the California Bar. He is a past member of the California Democratic Party State Central Committee and Executive Board; past President and Chairman of the American Civil Liberties Union of Northern California and the ACLU Foundation of Northern California; past President and Chairman of the Oakland Ballet Association; past Chairman of the Berkeley Mayor's Advisory Committee; and, past Chairman and founder of Berkeley Citizens Action.

Mr. Halterman has striven to integrate his professional activities into undertakings that can achieve multiple benefits for the nation. On behalf of Marstel-Day clients, he utilizes both the negotiation and mediation skills and the policy formulation experience he has developed over nearly four decades of public and private sector work and non-profit organization leadership.

Project Manager: Charles Bradshaw

Mr. Bradshaw is a certified project management professional with experience in government and public relations. He is currently assisting Marine Corps Installations West (MCI-West) to design and implement a legislative and regulatory strategy supporting MCI-West with the Department of Defense's Western Regional Partnership and supporting the Marine Corps Air Ground Combat Center/Marine Air Ground Task Force Training Command's (MCAGCC/MAGTFCT) training capability modernization. He also manages the development of a database for encroachment control at the Marine Corps Base at Twentynine Palms, CA. In addition he assists the Navy's Northwest Regional Command with their Northwest Training Range Complex Encroachment Action Plan and the Office of the Secretary of Defense's evaluation of state legislation with regard to planning and encroachment protection.

Prior to working with Marstel-Day, Mr. Bradshaw worked with the Parsons Corporation in San Diego, designing and administering outreach, prequalification, and labor programs for the San Diego Community College Capital Improvement Program. Before that he worked on the Port of Oakland's Maritime and Aviation Project Labor Agreement, which provided labor-management stability and employment opportunities for local residents. Mr. Bradshaw served as a staff assistant to Congresswoman Barbara Lee, for whom he worked on numerous special projects.

Mr. Bradshaw earned a bachelor of arts degree from the University of California at Berkeley and a certificate in project management from the University of California San Diego Extension. He was certified by the Project Management Institute (PMI).

Key Staff

Chauncey Robbs, GIS Administrator

Since joining Marstel-Day in December 2009, Mr. Robbs' work has involved planning, developing, and coordinating the use of geospatial Information and mapping

across all of the company's business lines. He is currently coordinating geospatial mapping and data analysis for the External Sustainability Factors and Risk Assessment project for the Headquarters Air Force. Mr. Robbs supported several projects in the North Carolina Region, where he was responsible for geospatial modeling demonstrating future growth across the seven county region encompassed by the Eastern North Carolina Military Growth Task Force. In support of the U.S. Marine Corps Camp Lejeune Encroachment Control Plan, he provided geospatial mapping and identified land and airspace encroachment in Camp Lejeune's operating areas.

Prior to joining Marstel-Day, Mr. Robbs worked as research assistant for The Kirwan Institute. During his tenure, he contributed to regional and urban policy studies assessing geographical indifferences in economic resources using spatial modeling. He also supported senior staff members in developing a consensus in support of statewide policy research initiatives intended to assist Ohio's marginalized communities. Mr. Robbs has a bachelor of arts in economics from Southern Connecticut State University and a master of city and regional planning from The Ohio State University.

Isaac Ramirez, Planning Support, GIS Support and Community Engagement

At Marstel-Day, Mr. Ramirez has participated in several studies for Marine Corps Installations East and for the United States Air Force. His role in these studies entailed identifying and addressing issues related to natural resources management, compatible land use planning, urban sprawl, and mission sustainment. His particular interests lie within social vulnerability and sustainability and their relation to equity and environmental justice. He joined Marstel-Day with experience in the implementation of various municipal environmental programs, including the Integrated Waste Management Act and the National Pollutant Discharge Eliminations System (NPDES). He has also participated in the creation and update of various general plans, specific plans, and zoning ordinance updates for several municipalities. In addition, he has led the creation of several outreach programs to increase awareness and support for various environmental, planning, and urban health issues. Mr. Ramirez holds a bachelor of arts degree in environmental analysis and design from the University of California, Irvine, and a master's degree in city planning from the University of California, Berkeley.

Jessica Tse, Community Engagement Support

Ms. Tse is a Leadership in Energy and Environmental Design (LEED) Existing Buildings Operations and Maintenance Accredited Professional. Prior to joining Marstel-Day, she worked on multiple projects on the UC Berkeley campus, toward LEED building certification and environmentally driven practices. Ms. Tse graduated from the University of California, Berkeley, in 2010 with a bachelor of science degree in conservation resource studies, with a focus on sustainable urban developments. She plans to pursue a career in the environmental field, focusing on urban and environmental planning and joined Marstel-Day's staff upon graduation, after serving in the Oakland office as an intern.

7. References and Past Projects

Relevant Past Project	Organization	POC
Post-2000 Decennial Census Redistricting *comprehensive redistricting support	Peralta Community College District	Peralta Administration and Trustees
Post-2000 Decennial Census Redistricting *comprehensive redistricting support	AC Transit District	Kenneth Scheidig, General Counsel, AC Transit (510) 891-7178
Nation-wide support for National Environmental Policy Act (NEPA) required studies (including fulfilling public involvement requirements per the Council on Environmental Quality guidelines) for two Environmental Impact Statements and nine Environmental Assessments *pubic engagement *studies and analysis *conflict resolution *data and information integration *public notice and information materials	United States Army Corps of Engineers	Neil D. Robison, PhD, Program Manager, Mobile District, Corps of Engineers (251) 6960-3018

8. Scope of Work and Project Proposal

Marstel-Day proposes to conduct a highly focused and transparent public process of analysis to support the District's requirements, which will include:

- A preliminary public meeting to outline the redistricting process, the public meeting schedule and the timeline for action
- Interviews with Trustees to understand their perceptions of communities of interest within the District
- Discussions with management to establish an agreed-upon schedule for program execution, including scheduling of public meetings to review alternatives, program elements, milestones and due dates
- Facilitating, organizing and capturing notes from the public meetings, each of which will be held at the District's community college sites (and meetings are proposed to be held at *all* college sites) – *note: Marstel-Day subscribes to both the Virginia and Alameda County sustainable practices principles and we will manage all meetings consistent with their sustainability principles*
- Identification of a suitable range (not to exceed four) alternatives for redistricting the District and the narrative explanations to support the basis for the alternatives' inclusion in the public meeting and Trustee deliberation process
- Development of one or two additional alternatives after public hearings and based on *public* comments for submission to the Trustees for their deliberations.
- Preparation of a final report to be presented to the Trustees for their consideration at a publicly noticed meeting of the Board for adoption of a plan
- Preparation of materials to be posted to a project site on the District's website, to ensure the broadest public access to maps and other data

Marstel-Day will utilize Geographical Information Systems (GIS) as its tool for mapping districts. It is a tool we use throughout our practice areas and is a vital tool that public agencies can use to assist with their 2010 Decennial Census redistricting obligations. The implementation of a GIS system in redistricting must inherently be a well thought-out, coordinated process between a specialized GIS team with an administrator, the public agency, and community stakeholders for whom the redistricting process creates political effects lasting perhaps for a decade. The Marstel-Day GIS team will have a strong knowledge base on how to effectively implement and maintain a customized GIS system for redistricting requirements that includes, but is not limited to: acquiring

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transparent and reliable data and adherence to a quality control and assurance (QC/QA) process to ensure data integrity.

The acquisition of transparent and reliable data is essential to enforcing the "one person, one vote" principle. To geospatially map delineated physical boundaries, the acquisition of tabular and digital spatial data (polygons) in the format of county boundaries, census tracts, block groups and blocks is provided by the U.S. Census Bureau's TIGER (Topographical Integrated Geographic Encoding and Referencing) data, which is specifically designed for a GIS system. TIGER data does not include demographic data. Therefore, the demographic and socio-economic data (e.g., race, households, gender, income, education, etc.) must be separately acquired and is available through the Census Bureau's American Factfinder division. To fuse the disjointed datasets, a FIPS (Federal Information Processing Standard) number associates the different census units. FIPS numbers give a GIS system the capability to join spatial (TIGER) data and non-spatial (Census Bureau) data in a logically ordered format. Once fused, the census data hierarchy of county, tracts, block groups and blocks are spatially distinguishable geographical units and are combined with the social and economic tabular data identified by a FIPS number. With spatial and non-spatial data adjoined, census data is then evaluated geographically with a high level of scrutiny to assure districts have compactness and contiguity, respect communities of interest and achieve population parity.

The process upon completion will enable the Register of Voters to apply the reported data into its overall redistricting function.

Our GIS QC/QA is an integrated process that begins once the GIS system is initialized. The process is twofold. First, the GIS staff is educated on the redistricting process, procedures, federal rules and regulations. Secondly, they evaluate the technical requirements to assure that database design and implementation adhere to the time sensitive redistricting process.

The GIS system will be a single repository that will house all census data, and associated spatial data, with automatic backup to ensure security of the data.

The GIS administrator is responsible for monitoring the multi-user GIS system, maintenance, performance and troubleshooting procedures. The QC/QA process will assure that all data is complete (without null values), confirming geographically coordinated systems, conforming that tabular data is accurate, and verifying that geographical boundaries and topology are aligned. In addition, cross-referencing of geographical boundaries and topology is completed with a high level of scrutiny against topographic and jurisdiction maps to guarantee physical boundary accuracy. A two-person GIS team will visually inspect physical boundaries to assure spatial integrity.

Data structure assessment is a twofold process: First, visually examining the data for tabular integrity, and second, evaluating the data ranges within the

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specific parameters of the feature values. Map projection is checked by evaluating the spatial position of the database to the actual geographical datum.

Upon adoption by the Trustees and working with the General Counsel, Marstel-Day would prepare data and maps for submission to the Registrar of Voters for preparation of the County Registrar's overall redistricting of all jurisdictions within the County boundaries. A final report would be submitted through the District's General Counsel for submission to the Registrar. Marstel-Day would remain available to provide answers to questions that might emerge during the Registrar's incorporation process.

The entire project would be framed and mapped to comply with the Registrar's stated requirement that the new plan be adopted and submitted 180 days prior to the June 2012 election – or approximately December 1, 2011. With the Bureau of Census guaranteeing relevant block-level Census data no later than April 2011, the proposed analysis effort should be bracketed within the April-November 2011 timeframe, to ensure compliance with the Registrar's request, although elements of the project can commence ahead of the Bureau's assured delivery of the Census data.

Proposed Schedule, Deliverables and Milestones

- Pre February 2011 – Confirm Legal Requirements; work with General Counsel to prepare to Kick Off meeting
- February/March 2011 – Kick Off Meeting with District
- March 2011 – Marstel-Day interviews with Trustees and Management
- March 2011 – Peralta Community Board Meeting to Announce Process and hear report from consultant
- April 2011 – begin data acquisition and commence data analysis; prepare alternatives and vet with District
- May 2011 – hold Public Hearings to review alternatives
- May/June – August 2011 – evaluate public comments, finalize analysis and prepare draft report
- September 2011 – report to Board at public meeting
- September/October 2011 – Board adopts Plan
- October/November 2011 – finalize data sets for delivery to Registrar and Deliver
- November 2011⁺ – maintain availability to Registrar to finalize integration of Peralta plan into County's redistricting actions and deliver final data and files to Peralta General Counsel

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9. N/A (No Subcontracting)

10. Environmental Sustainability

Marstel-Day is a strong environmental practitioner with a fully developed set of policies to reduce the use of resources, minimize our greenhouse gas production and to fully comply with – indeed, lead the way – in sustainable practices. We have fully offset our remaining carbon footprint and were among the first firms in Virginia to be awarded Telework grants to purchase computer-based communications equipment to facilitate remote meetings, in order to remove traffic from roads and highways. We are very pleased to note that the District has included environmental sustainability as a selection criteria and we applaud you for your forward leaning commitment to our environment and the planet. We live sustainability day to day, and we will be proud to help you run an environmentally sustainable redistricting process.

Elements of our project execution that will support Peralta's sustainability policies are, at a minimum:

- Minimizing air travel through the use of video conferencing capabilities established in Oakland and Virginia offices, and Skype equipment distributed to all staff;
- Application of Alameda County and Virginia Green meeting management standards;
- Distribution of review materials electronically and a minimization of printing generally; utilization of web portals and other electronic communication strategies to minimize paper;
- Carpooling among M-D individuals attending Peralta meetings; and,
- Use of recycled materials and environmentally friendly inks for all materials that must be printed.

Conclusion

Marstel-Day is pleased to submit this proposal and looks forward to the opportunity to present before the Board on the 27th. We believe we have an outstanding staff poised to undertake and execute this effort and would look forward to working with the Trustees, staff and community to put together an exemplary redistricting process.

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11. Required Forms



Peralta Community College District

VENDOR'S QUESTIONNAIRE AND CERTIFICATE BY COMPLIANCE

The following information is requested for information purposes only. It will not be used in determining bid award.

Date: July 15, 2010

Marstel-Day, LLC
Firm Name

510-663-0936
Telephone

510-663-0947
Business Fax

lh@marstel-day.com
Email Address

www.marstel-day.com
Website

1736 Franklin Street, Suite 500,
Street Address

Oakland, CA
City/State

94612-3422
Zip Code+ 4@

1736 Franklin Street, Suite 500
Mailing Address

Oakland, CA
City/State

94612-3422
Zip Code + 4@

Type of Organization Limited Liability Company (foreign but registered in CA)

Name of Owner(s)

State of Organization

Rebecca R. Rubin, President and Managing Partner
H. Lee Halterman, Partner
James Phil Huber, Partner
Juli MacDonald-Wimbush, Partner

Commonwealth of Virginia

Name of Partners

(I) Indicate (G) General (L) Limited

Rebecca R. Rubin, President and Managing Partner
H. Lee Halterman, Partner
James Phil Huber, Partner
Juli MacDonald-Wimbush, Partner

Managing (general)
Managing (general)
Managing (general)
Managing (general)

Local Address

1736 Franklin Street, Suite 500
Oakland, CA 94612

Amount of Annual Business: 2009/\$6,388,589;
three-year average 2007-2009/\$5,349,621

The District is identifying vendor ownership as follows:

	Asian-American (Chinese, Japanese, Korean, Vietnamese)	Black or African- American	Filipino	Latino (other than Mexican or Mexican- American)	Mexican or Mexican- American	Native - American	Pacific Islander, other Asian	White	Disabled	Veteran	Women	Subcontractor	Employee	Apprentice
Total #	4						4				2			
% of assets							100				76			

The District is identifying vendor workforce as follows:

	Asian- American (Chinese, Japanese, Korean, Vietnamese)	Black or African- American	Filipino	Latino (other than Mexican or Mexican- American)	Mexican or Mexican- American	Native - American	Pacific Islander, other Asian	White	Disabled	Veteran	Women	Subcontractor	Employee	Apprentice
Total #	3	2		3			1	55		13	33		64	
% of	4.69%	3.13		4.69%			1.56	86		20	52		100	.

Explain whether current workforce is racially and ethnically proportionate to the area from which the workforce is drawn (national, state, or local). Use separate sheet if necessary.

Marstel-Day's CA and Western Region office minority professional employees constitute approximately 42% of the workforce; they constitute 14% its national workforce. Of the five persons proposed to work on the project, four, or 80%, are minority.

As a federal contractor only recently subject to EEO affirmative action requirements, Marstel-Day's census of its workforce in comparison to the industry (environmental consulting) shows that its entry level professionals approximate the employment pool diversity; mid level/journey level employees are within 80% of the goal; only senior management is substantially undiverse.

Marstel-Day's workforce for this project will devolve primarily from its western region office, with the exception of our GIS manager from Virginia (African American) and principal in charge, Lee Halterman.

Detail steps taken by vendor since inception to assure non-discriminatory recruiting, hiring, and apprenticeship, placement, promotion, demotion, layoff and termination practices. Use separate sheet if necessary.

Vendor has had since inception strong equal employment opportunity language in its written company policies and has enforced those policies in hiring and promotion. Since becoming subject to EEO affirmative action requirements in 2010, vendor has developed and implemented an affirmative action hiring and promotion plan.

What are you interested in providing the District? (e.g., construction, consulting, goods or services).

Consulting services for environmental planning, environmental justice, land-use and conservation planning; public communication, outreach, engagement and facilitation; and redistricting and other data analysis and mapping services.

<p>Main Headquarters Office(s) Address/Telephone</p> <p>(List all as applicable)</p>	<p>1. 2217 Princess Anne Street, Suite 101-1A Fredericksburg, VA 22401 540-371-3338 x112</p> <p>2.</p> <p>3.</p>
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Total # of Employees 42

<p>Local Office(s) Address/Telephone</p> <p>(List all as applicable)</p>	<p>1. 1736 Franklin Street, Suite 500, Oakland CA 94612 510-663-0936</p> <p>2.</p> <p>3.</p>
--	--

Total # of Employees 6

<p>Name and list residential zip code for each employee, subcontractor, or apprentice for awarded contract</p> <p>(Please use the Zip+4®) Use separate sheet as necessary</p>	<ol style="list-style-type: none">1. H. Lee Halterman, Principal in charge, 224012. Charles Bradshaw 92109-82553. Isaac Ramirez 94612-54134. Chauncey Robbs 22401-51455. Jessica Tse-94580-13396.
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Peralta Community College District

CERTIFICATE REGARDING WORKERS' COMPENSATION

Labor Code Section 3700 in relevant part provides:

"Every employer except the State shall secure the payment of compensation in one or more of the following ways:

- (a) By being insured against liability to pay compensation in one or more insurers duly authorized to write compensation insurance in this State.
- (b) Be securing from the Director of Industrial Relations a certificate of consent to self-insure, which may be given upon furnishing proof satisfactory to the Director of Industrial Relations of ability to self-insure and to pay any compensation that may become due to his employees."

I am aware of the provisions of Section 3700 of the Labor Code which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and I will comply with such provisions before commencing the performance of the work of this Contract and will require all subcontractors to do the same.

Marstel-Day, LLC
Contractor

By: H Lee Halterman

A handwritten signature in black ink, appearing to read 'H Lee Halterman', written over a horizontal line.

(In accordance with Article 5 [commencing at Section 1860], Chapter 1, Part 7, Division 2 of the Labor Code, the above certificate must be signed and filed with the awarding body prior to performing any work under this Contract.)



Peralta Community College District

Statement of Equal Employment Opportunity

I hereby certify that Marstel-Day, LLC
(Legal Name of Vendor/Consultant/Contractor)

Will not discriminate against any employee or applicant for employment because of race, creed, sex, color or national origin and shall insure compliance with all provisions of Executive Order No. 11246 (as amended by Executive order No.11375).

The vendor's questionnaire requests information for record keeping purposes only. The information requested will not be used as a basis for contract award.

However, after a contract is awarded to your company, the District requires your company to report:

- a. Actual racial, gender and residential workforce composition of your company for the contract work.
- b. Actual racial, gender and residential workforce composition of subcontractors for the contract work.
- c. Number of apprenticeship workforce for the contract work.

This report must be submitted to the District Department of General Services on a quarterly basis.

I declare under penalty of perjury under the laws of the state of California that the information I have provided herein is true and correct and is of my own personal knowledge.

BY: H. Lee Halterman July 15, 2010
Date

H. Lee Halterman
Print Name



Peralta Community College District

SMALL LOCAL BUSINESS ENTERPRISE and SMALL EMERGING LOCAL BUSINESS ENTERPRISE PROGRAM

The District is committed to ensure equal opportunity and equitable treatment in awarding and managing its public contracts and has established an annual overall program goal of twenty-five percent participation for small local businesses. To facilitate opportunities for small local business, the District will use a maximum 5% bidding preference for SLBE and SELBE firms. The preference is only used for computation purposes to determine the winning bidder, the contract is awarded at the actual bid amount. Please review the following guidelines to see if your firm qualifies for the preference.

The 5% bidding preference for an SLBE and SELBE firms are for construction, personal and professional services, goods and services, maintenance, repairs, and operations where responsibility and quality are equal. The preference will be 5% of the bid amount of the lowest responsive responsible bidder, and may not exceed \$50,000.00 for any bid.

A Non-SLBE/SELBE Prime Contractor who utilizes 25% of total bid amount, with SLBE or SELBE subcontractors (who meet the District's Definition of an SLBE and SELBE), can also receive a maximum of 4% bidding preference, not to exceed \$50,000.00 for any bid. (See below Subcontractor section.)

Definitions:

SLBE: A Small Local Business Enterprise is a business that has not exceeded gross annual revenue of 8.5 million dollars for a construction firm, or 6 million dollars for goods and non-professional services firm, or 3 million dollars for architecture, engineering and professional services firm, for the past three consecutive years and meets the below geographic location requirements.

SELBE: A Small Local Emerging Business Enterprise is a business that has not exceeded gross annual revenue of 1.5 million dollars for the past three consecutive years and meets the below geographic location requirements.

Commercially Useful Function: Shall mean a business is directly responsible for providing the materials, equipment, supplies or services to the District as required by the contract solicitation. The business performs work that is normal for its business services and carries out its obligation by actually performing, managing, or supervising the work involved. The business is **not** Commercially Useful if its role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of SLBE or SELBE participation.

Geographic Location Requirements:

- The business must be located at a fixed, established commercial address located in the District's market area of Albany, Alameda, Berkeley, Emeryville, Oakland, or Piedmont, and not a temporary or movable office, a post office box, or a telephone answering service.
- If the business has an office outside of the District's market area as well as an office within the market area, the office within the District's market area must be staffed on a full time permanent basis with someone employed by the business.
- If requested, the business that has an office outside of the District's market area must provide proof of one or more past contracts citing the business address (such as contracts to perform work, to rent space or equipment, or for other business services) was within the District's market area at least one (1) year prior to the date of contract award. The one-year requirement does not apply to businesses whose sole establishment is located within the District's market area.

Subcontractors:

Non-SLBE/SELBE Prime Contractors who use subcontractors, who meet the district definitions of SLBE and SELBE, may receive a maximum of 4% bidding preference if the following conditions are met:

1. 25% of total bid amount is with Subcontractors who meet the District's definition of an SLBE and SELBE. The Prime Contractor must list each Subcontractor on the Subcontractor List form, clearly identifying the SLBE and SELBE status and the Dollar Amount of work each subcontractor will perform.
2. The Subcontractors must provide a Commercially Useful Function.
3. The Prime Contractor must maintain the Subcontractor percentages (based on the quoted dollar amounts) indicated in the Subcontractor List form at the time the Contract is awarded and throughout the term of the Contract.
4. The Prime Contractor must fill out sign the SLBE/SELBE Self Certification Affidavit and return it with the bid documents, and 48 hours after the bid opening the Prime Contractor must submit signed SLBE/SELBE Self Certification Affidavit from each of the SLBE and SELBE subcontractors listed in the Subcontractor form. The Subcontractor must agree to provide the requested documentation to verify the SLBE/SEBLE status.
5. No Substitutions can be made to the SLBE and SELBE subcontractor without the prior written approval of the District. The District will approve a subcontractor substitution on the following conditions:
 - a. A written statement from the subcontractor agreeing to the substitution.
 - b. When the subcontractor has been given a reasonable opportunity to execute the subcontract, yet fails to, or refuses to execute the subcontract, or refuses to satisfy contractual obligations.
 - c. When the subcontractor becomes insolvent.
 - d. When the District determines the work performed by the subcontractor is not in accordance with the contact agreement, or the subcontractor is substantially and unduly delaying or disrupting the progress of work.

Firms that meet the District criteria for an SLBE and SELBE can complete the below self-certification affidavit signed under penalty of perjury. Firms claiming SLBE and SELBE status in the self-certification affidavit will be required to submit proof of residency and revenue 48 hours after bid opening. Such proof shall consist of a copy of a contract to perform work, to rent space or equipment, or for other business services, executed from their local address, and the firm's tax returns for the past three consecutive years.



Peralta Community College District

SLBE/SELBE SELF CERTIFICATION AFFIDAVIT

I certify under penalty of perjury that my firm meets the District's definition of a Small Local Business Enterprise or a Small Emerging Local Business Enterprise and resides in the geographic location of the District's market area and qualifies for the below preference. The maximum preference will be five percent of the bid amount of the lowest responsible bidder, and may not exceed \$50,000.00 for any bid. The preference is only used for computation purposes to determine the winning bidder; the contract is awarded at the actual bid amount. The District's Contract Compliance Office will determine whether this requirement has been fulfilled. Bidders may only claim one of the below preferences.

Certification Status	Preference	Preference Claimed (check only one)
SLBE	5% of lowest bid	
SELBE	5% of lowest bid	
25% of Subcontractors are SLBE/SELBE	4% of lowest bid	
Not Applicable	None	None

1. I acknowledge and am hereby advised that upon a finding of perjury with the claims made in this self certification affidavit the District is authorized to impose penalties which may include any of the following:
 - a) Refusal to certify the award of a contract
 - b) Suspension of a contract
 - c) Withholding of funds
 - d) Revision of a contract for material breach of contract
 - e) Disqualification of my firm from eligibility for providing goods and services to the Peralta Community College District for a period not to exceed five (5) years

2. I acknowledge and have been advised and hereby agree that my firm will be required to provide proof (and if applicable, my SLBE and SELBE Subcontractors will provide proof) of the status claimed on this self-certification affidavit 48 hours after bid opening. Proof of status claimed includes tax returns from the previous three years and past contracts to determine the size and geographical location of my firm.

3. I declare that the above provisions are attested to under penalty of perjury under the laws of the State of California.

Bid Number: _____ Bid Name: RFQ ID: Redistricting Consultant

H. Lee Halterman
Signed

July 15, 2010
Date

H. Lee Halterman

Partner

Marstel-Day, LLC

Cost Proposal to the Peralta Community College District for Redistricting Services

Task	Fully Burdened Labor Rate (8% fee/20% discount on fee)	<u>Subtask Number 1</u> Kick Off and Interview Trustees and Staff		<u>Subtask Number 2</u> Confirm Legal and Regulatory Requirements		<u>Subtask Number 3</u> Prepare and Support KickOff Board meeting Post to Peralta Website		<u>Subtask Number 4</u> Prepare up to Four Alternatives for Public Hearings Post to Peralta Website Prepare Public Notices for Release		<u>Subtask Number 5</u> Plan and Execute Four Meetings: Alameda Berkeley Laney Merritt	
		Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
Staff Member											
Halterman	\$167.89	4	\$671.56	6	\$1,007.34	4	\$671.56	8	\$1,343.12	4	\$671.56
Bradshaw	\$76.68	21	\$1,610.28	0	\$0.00	16	\$1,226.88	40	\$3,067.20	30	\$2,300.40
Robbs	\$60.80	0	\$0.00	4	\$243.20	4	\$243.20	16	\$972.80	8	\$486.40
Ramirez	\$73.34	0	\$0.00	0	\$0.00	8	\$586.72	80	\$5,867.20	30	\$2,200.20
Tse	\$28.92	14	\$404.88	0	\$0.00	8	\$231.36	40	\$1,156.80	30	\$867.60
Subtotal Labor		39	\$2,686.72	10	\$1,250.54	40	\$2,959.72	184	\$12,407.12	102	\$6,526.16
Other Direct Cost											
Print Map Posters	\$35/map									5 sets	\$875.00
Printed Report	\$0.06/page										
G&A Burden	17.90%										
Total ODC											
Travel											
Local Mileage	\$0.50/mi										
Total			\$2,686.72		\$1,250.54		\$2,959.72		\$12,407.12		\$6,526.16

Task	<u>Subtask Number 6</u> Assess Public Comment		<u>Subtask Number 7</u> Prepare for and Support Board Meeting to Adopt Plan		<u>Subtask Number 8</u> Work with Registrar of Voters to Transfer Data and Create Necessary Files and Actions		Total	
	Design up to Two New Alternatives as Appropriate							
	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
Staff Member								
Halterman	2	\$335.78	4	\$671.56	6	\$1,007.34	38	\$6,379.82
Bradshaw	10	\$766.80	16	\$1,226.88	32	\$2,453.76	165	\$12,652.20
Robbs	8	\$486.40	4	\$243.20	40	\$2,432.00	84	\$5,107.20
Ramirez	40	\$2,933.60	8	\$586.72	12	\$880.08	178	\$13,054.52
Tse	16	\$462.72	8	\$231.36	0	\$0.00	116	\$3,354.72
Subtotal Labor	76	\$4,985.30	40	\$2,959.72	90	\$6,773.18	581	\$40,548.46
Other Direct Cost								
Print Map Posters	5 sets	\$350.00	1 set	\$175.00	1 set	\$175.00	12 sets	\$1,575.00
Printed Report					10 copies	\$12.00		\$12.00
G&A Burden								\$284.07
Total ODC								\$1,871.07
Travel								
Local Mileage							500	\$250.00
Total		\$5,335.30		\$3,134.72		\$6,948.18		\$42,669.53