

**MARIN COUNTY OPEN SPACE DISTRICT
STANDARD SHORT FORM PERSONAL/PROFESSIONAL SERVICES CONTRACT**

THIS AGREEMENT is made and entered into this 24th day of February 2004 by and between the MARIN COUNTY OPEN SPACE DISTRICT, hereinafter referred to as "District" and Philip Williams Associates, Ltd., hereinafter referred to as "Contractor."

RECITALS:

WHEREAS, District desires to retain a person or firm to provide the following services: Evaluate whether restoration of Bolinas Lagoon is warranted.

WHEREAS, Contractor warrants that it is qualified and competent to render the aforesaid services;

NOW, THEREFORE, for and in consideration of the agreement made, and the payments to be made by District, the parties agree to the following:

1. SCOPE OF SERVICES:

Contractor agrees to provide all of the services described in Exhibit "A" attached hereto and by this reference made a part hereof.

2. FURNISHED SERVICES:

The District agrees to:

- A. Guarantee access to and make provisions for the Contractor to enter upon public and private lands as required to perform their work.
- B. Make available all pertinent data and records for review.

3. FEES:

The fees for furnishing services under this Contract shall be based on the fee schedule which is attached hereto as Exhibit "B" and by this reference incorporated herein. Said fees shall remain in effect for the entire term of the contract.

4. MAXIMUM COST TO DISTRICT:

In no event will the cost to District for the services to be provided herein exceed the maximum sum of \$243,900 (two hundred forty three thousand, nine hundred dollars) including direct non-salary expenses.

5. PAYMENT:

The fees for services under this Contract shall be due as set forth in Exhibit "B" within thirty (30) calendar days after receipt by District of an invoice covering the service(s) rendered.

The source of funding by the District for this work shall be:
State funding administered by the State Coastal Conservancy for the Bolinas Lagoon
Ecosystem Restoration Feasibility Study.

6. CONTRACT PERFORMANCE TIME:

All the work required by this Contract shall be completed and ready for acceptance no later than
May 30, 2004.

7. INSURANCE:

The Contractor shall maintain a commercial general liability insurance policy in the amount of
one million dollars (\$1,000,000.00). Where the services to be provided under this Contract
involve or require the use of any type of vehicle by Contractor in order to perform said services,
Contractor shall also provide comprehensive business or commercial automobile liability
coverage including non-owned and hired automobile liability in the amount of \$300,000.00.
Said policies shall remain in force through the life of this Contract and shall be payable on a "per
occurrence" basis unless District specifically consents to a "claims made" basis. The District
shall be named as an additional insured on the commercial general liability policy. The insurer
shall supply a certificate of insurance with endorsements signed by the insurer evidencing such
insurance to District prior to commencement of work, and said certificate with endorsement shall
provide for ten (10) day advance notice to District of any termination or reduction in coverage.

**___By initialing in the space provided, Contractor warrants that the services to be
provided under this Contract do not require the use of any type of vehicle by Contractor.**

In addition, Contractor may be required to carry errors and omissions insurance or professional
liability or malpractice insurance. If such insurance is required, it shall be set forth on Exhibit
"C" attached hereto.

Nothing herein shall be construed as a limitation of Contractor's liability, and Contractor shall
indemnify and hold the District harmless and defend the District against any and all claims,
damages, losses and expense that may arise by reason of the Contractor's negligent actions or
omissions. District agrees to timely notify Contractor of any negligence claim.

Failure to provide and maintain the insurance required by this contract will constitute a material
breach of the agreement. In addition to any other available remedies, District may suspend
payment to the Contractor for any services provided during any time that insurance was not in
effect and until such time as the Contractor provides adequate evidence that Contractor has
obtained the required coverage.

8. WORKER'S COMPENSATION:

The Contractor acknowledges that it is aware of the provisions of the Labor Code of the State of
California which require every employer to be insured against liability for worker's compensation
or to undertake self-insurance in accordance with the provisions of that Code, and it certifies
that it will comply with such provisions before commencing the performance of the work of this
Contract. If Contractor has employees, a copy of the certificates evidencing such insurance
shall be provided to County prior to commencement of work.

**___By initialing in the space provided, Contractor warrants that no employees will be
used in providing the services under this Contract.**

9. NONDISCRIMINATORY EMPLOYMENT:

Contractor and/or any permitted subcontractor, shall not unlawfully discriminate against any individual based on race, color, religion, nationality, sex, sexual orientation, age or condition of disability. Contractor and/or any permitted subcontractor understands and agrees that Contractor and/or any permitted subcontractor is bound by and will comply with the nondiscrimination mandates of all Federal, State and local statutes, regulations and ordinances.

10. SUBCONTRACTING:

The Contractor shall not subcontract nor assign any portion of the work required by this Contract without prior written approval of the District except for any subcontract work identified herein.

11. ASSIGNMENT:

The rights, responsibilities and duties under this Contract are personal to the Contractor and may not be transferred or assigned without the express prior written consent of the District.

12. LICENSING AND PERMITS:

The Contractor shall maintain the appropriate licenses throughout the life of this Contract. Contractor shall also obtain any and all permits which might be required by the work to be performed herein.

13. BOOKS OF RECORD AND AUDIT PROVISION:

Contractor shall maintain on a current basis complete books and records relating to this Contract. Such records shall include, but not be limited to, documents supporting all bids, all income and all expenditures. The books and records shall be original entry books with a general ledger itemizing all debits and credits for the work on this Contract. In addition, Contractor shall maintain detailed payroll records including all subsistence, travel and field expenses, and canceled checks, receipts and invoices for all items. These documents and records shall be retained for at least five years from the completion of this contract. Contractor will permit District to audit all books, accounts or records relating to this Contract or all books, accounts or records of any business entities controlled by Contractor who participated in this Contract in any way. Any audit may be conducted on Contractor's premises or, at District's option, Contractor shall provide all books and records within a maximum of fifteen (15) days upon receipt of written notice from District. Contractor shall refund any moneys erroneously charged.

14. TIME OF AGREEMENT:

This Agreement shall commence on February 24, 2004, and shall terminate on June 30, 2004. Time is of the essence with respect to this Contract.

15. TITLE:

It is understood that any and all documents, information and reports concerning this project prepared by and/or submitted to the Contractor, shall be the property of the District. The Contractor may retain reproducible copies of drawings and copies of other documents. In the event of the termination of this Contract, for any reason whatever, Contractor shall promptly turn over all information, writing and documents to District without exception or reservation.

16. TERMINATION:

- A. If the Contractor fails to provide in any manner the services required under this Contract or otherwise fails to comply with the terms of this Contract or violates any ordinance, regulation or other law which applies to its performance herein, the District may terminate this Contract by giving five (5) calendar days written notice to the party involved.
- B. The Contractor shall be excused for failure to perform services herein if such services are prevented by acts of God, strikes, labor disputes or other forces over which the Contractor has no control.
- C. Either party hereto may terminate this Contract for any reason by giving thirty (30) calendar days written notice to the other parties. Notice of termination shall be by written notice to the other parties and be sent by registered mail.
- D. In the event of termination not the fault of the Contractor, the Contractor shall be paid for services performed to the date of termination in accordance with the terms of this Contract.

17. RELATIONSHIP BETWEEN THE PARTIES:

It is expressly understood that in the performances of the services herein, the Contractor, and the agents and employees thereof, shall act in an independent capacity and as an independent contractor and not as officers, employees or agents of the District. Contractor shall be solely responsible to pay all required taxes, including but not limited to, all withholding social security, and worker's compensation.

18. AMENDMENT:

This Contract may be amended or modified only by written agreement of all parties.

19. ASSIGNMENT OF PERSONNEL:

The Contractor shall not substitute any personnel for those specifically named in its proposal unless personnel with substantially equal or better qualifications and experience are provided, acceptable to District, as is evidenced in writing.

20. JURISDICTION AND VENUE:

This Contract shall be construed in accordance with the laws of the State of California and the parties hereto agree that venue shall be in Marin County, California.

21. INDEMNIFICATION:

Contractor agrees to indemnify, defend, and hold District harmless from any and all liabilities including, but not limited to, litigation costs and attorney's fees which it may incur as a consequence of this Contract and from any and all claims and losses to anyone who may be injured or damaged by reason of Contractor's willful misconduct or negligent performance of this Contract.

22. COMPLIANCE WITH APPLICABLE LAWS:

The Contractor shall comply with any and all federal, state and local laws (including, but not limited to the County of Marin Nuclear Free Zone and Living Wage Ordinance) affecting the services covered by this Contract.

23. NOTICES:

This contract shall be managed and administered on District's behalf by the Department set forth below. All invoices shall be submitted and approved by this Department and all notices shall be given to District at the following location:

Marin County Open Space District
3501 Civic Center Drive, Room 415
San Rafael, CA 94903

Notices shall be given to Contractor at the following address:

Philip Williams Associates
720 California Street, Suite 600
San Francisco, CA 94108-2404

IN WITNESS WHEREOF, the parties hereunto have executed this Contract on the date first above written.

**APPROVED BY
MARIN COUNTY OPEN SPACE DISTRICT:**

Signature: _____
President, Board of Directors

**APPROVED AS TO FORM:
COUNTY COUNSEL**

Signature: _____

CONTRACTOR:

Signature: _____
Print: _____
Federal Tax I.D.# _____
Telephone No. _____

EXHIBIT "A"

SERVICES TO BE PROVIDED

The following paragraphs describe the scope of services under Phase 2a. Consultant will fully complete Tasks 1 and 2 during this data gathering phase of the project and will produce a technical memorandum for each of these tasks. Consultant will partially complete Tasks 3 through 7. Tasks 3 through 7 will be completed during Phase 2b, which is dependent on additional funding.

Task 1. Assess Sediment Delivery Rates from the Watershed (100% Completion under Phase 2a contract).

One of the key uncertainties identified in Phase 1 is whether future watershed sediment delivery rates to the Lagoon over the 50-year planning horizon will be similar to or exceed natural sediment delivery rates that existed before watershed land use changes in the 19th century. Task 1 addresses this data gap with field reconnaissance in the watershed's major tributaries and analysis of existing sediment transport data.

Subtask 1.1. Estimate Pre-Euro American (Natural) Watershed Inputs

Long-term average annual rates of sediment delivery have been determined for nearby Tennessee Valley by Heimsath et al. (1997). This rate will be pro-rated and applied to the Bolinas Lagoon watershed to estimate Pre-Euro American watershed inputs to the Lagoon.

Subtask 1.2. Estimate Future Watershed Inputs

PWA will conduct a geomorphic reconnaissance of lower Pine Gulch, Moses, and Audubon, and Easkoot creek channels to identify sediment sources and assess future watershed sediment production and delivery to the Lagoon. A key issue to resolve in the geomorphic reconnaissance is how changes in channel morphology may have impacted watershed sediment storage (e.g., diminished floodplain deposition) and increased sediment transport to the Lagoon.

As part of the reconnaissance, PWA will survey the Pine Gulch Creek thalweg and valley profile from the delta through Paradise Valley to assess the importance of channel incision and bank erosion as potential future sediment sources. A number of stream cross-sections will also be surveyed to assess how the present channel morphology differs from natural conditions and the potential impact of channelization on sediment transport capacity. PWA will employ analytical techniques and simplified hydraulic modeling to estimate bedload and suspended sediment transport capacity under existing and natural channel conditions. Based on the field reconnaissance, limited surveying and sediment transport analysis may be conducted on Moses, Audubon, and Easkoot creeks.

Subtask 1.3. Assess Role of Episodic Events

It is important to understand the transport potential during episodic large events, such as the 1982-83 or 1997-98 El Niño winters, and the role of these events in the progradation of Pine Gulch Creek delta and Lagoon sedimentation.

Existing suspended sediment and bedload transport data from Pine Gulch Creek will be used to develop sediment-rating curves to estimate the variability in watershed sediment delivery to the lagoon in wet, dry, and average years.

Deliverable: At the end of Phase 2a, PWA will provide a progress report summarizing the approach and findings of Task 1 for review and comment by the TRG. Assuming a notice to

proceed from the District for Phase 2a is received by February 15, 2004, we anticipate submitting the Task 1 progress report by May 31, 2004. PWA will incorporate comments from the TRG into the Draft Report to be completed in Phase 2b.

Task 2. Assess Relative Importance of Fluvial vs. Littoral Sediment Inputs (100% Completion under Phase 2a contract).

In Phase 1, PWA concluded that the rate of Lagoon sedimentation from 1968–1998 determined by the USACE (2002b) could not be explained by watershed sediment inputs alone. A more refined model of how fluvial and littoral inputs contribute to net sedimentation and form Lagoon morphology needs to be developed.

PWA has identified three possible methods to resolve the issue of relative importance of littoral versus watershed inputs (two based on grain size analysis and one on examination of forams) and requested advice from the Science Panel. We will develop a detailed scope of work and fee for Task 2 based on their advice, as well as input from the Project Reformulation Advisory Committee (PRAC). In the interim, we have identified a round budget cost based on the overall project needs and effort involved in the proposed methods. PWA will not begin work on Task 2 until an agreed-upon workplan is established and the District provides us with written notice to proceed.

Deliverable: At the end of Phase 2a, PWA will provide a progress report summarizing the approach and findings of Task 2 for review and comment by the TRG. Assuming input from the Science Panel on the Task 2 methodology and a notice to proceed from the District is received by February 15, 2004, we anticipate submitting the Task 2 progress report by May 31, 2004. PWA will incorporate comments from the TRG into the Draft Report to be completed in Phase 2b.

Task 3. Predict Evolution of Lagoon Morphology (40% Completion under Phase 2a contract).

The evolution of Bolinas Lagoon over the next 50 years under the No Action alternative should be based on the geomorphic processes that shape and maintain the distinct units within the Lagoon. The USACE (2002) limited their analysis of Lagoon evolution to only three “habitat” types—upland, intertidal, and subtidal. However, we have identified several additional key habitat types as part of our Phase 1 data review (PWA 2003) that more accurately reflect the complexity of the Bolinas Lagoon ecosystem. PWA will use existing topographic data and additional field surveys to characterize the existing morphology of these habitats and develop geomorphic tools to predict the evolution of each of these distinct units over the next 50 years.

Subtask 3.1. Evaluate USACE Bathymetric Analysis

In Phase 1, PWA concluded that errors in the bathymetric models used by the USACE could reduce the accuracy of the Lagoon filling trend documented by the USACE from 1968 to 1998. PWA will select a transect across the Lagoon to compare elevations as depicted by the hard copy bathymetric contour maps and the GIS-based bathymetric models. This analysis will provide a basis for quantifying potential systematic errors in the USACE bathymetric analysis. Confirming the significance and magnitude of lagoon filling over the past 30 years is an important first step in projecting future lagoon morphological evolution.

Subtask 3.2. Survey Key Lagoon Geomorphic Units

PWA will use existing topographic data and perform field surveys, as necessary, to characterize important geomorphic units found within the Lagoon, including Pine Gulch Creek delta, Kent

Island, Bolinas and Seadrift channels, emergent salt marsh, frequently inundated mudflats, and frequently exposed mudflats. This reconnaissance will determine the elevation, aerial extent, and vegetation cover of these units. The geomorphic characterization of these key units will serve as a baseline for projections of future evolution.

Subtask 3.3. Develop Geomorphic Tools to Predict Evolution

PWA will develop geomorphic tools to supplement information from previous studies and assist in the prediction of the physical evolution of Bolinas Lagoon. Our analyses will focus on the geomorphic units that exist within the Lagoon and their distinct patterns and rates of evolution. We anticipate applying individual geomorphic models such as:

- 1-D vertical sedimentation models for marshplain evolution;
- 1-D horizontal models for wind-wave resuspension and mudflat sedimentation;
- hydraulic geometry relationships to predict changes in subtidal channel geometries based on changes in tidal prism; and,
- quantified conceptual models to predict evolution of Pine Gulch Creek delta and Kent Island.

Subtask 3.4. Predict Year 50 Lagoon Morphology and Tidal Prism

Using the above geomorphic tools and other existing information, PWA will predict the morphology of Bolinas Lagoon in Year 50. PWA will produce a map showing the aerial extent of the 9 key morphological units identified in Phase I (e.g., riparian, high-elevation salt marsh, etc.). Future habitat distributions (Task 5) will be based on how the mosaic of geomorphic units changes over time. Based on the predicted Year 50 Lagoon map and elevations, PWA will estimate tidal prism in Year 50, accounting for sea level rise over that period. In addition to a static snapshot of Lagoon morphology in Year 50, PWA will discuss the key geomorphic processes (e.g., watershed sediment inputs, sea level rise) in Year 50 that will continue to shape the Lagoon in the future.

Deliverable: There is no deliverable for Phase 2a. Under Phase 2b, PWA will provide a progress report summarizing the approach and findings of Task 3 for review and comment by the TRG. The Task 3 progress report will also discuss initial findings from Task 4, since Task 4 is anticipated to be conducted in concert with Task 3. Assuming a notice to proceed for Phase 2b is received by June 1, 2004, we anticipate submitting the Task 3 progress report by the end of July 2004. PWA will incorporate comments from the TRG into the Draft Report to be completed in Phase 2b.

Task 4. Analyze Inlet Stability (40% Completion under Phase 2a contract).

PWA will assess the likelihood of inlet closure and re-opening using a methodology recently developed for and applied to the Crissy Field inlet at the Presidio in San Francisco. Unlike conventional analyses, this approach directly accounts for the joint probability of coincident low tidal power and high wave power by simulating a time series of the stability index that governs inlet closure. As described below, PWA will use field data collection, geomorphic analysis, and previous desktop studies to provide input for the inlet stability model.

Subtask 4.1. Field Surveys

PWA will conduct field surveys along the Bolinas Inlet to document the inlet cross section, thalweg profiles, and spot elevations of the beach berm in order to refine the inlet stability analysis. Limited deployment of tide gages may also be necessary.

Subtask 4.2. Evaluate Frequency and Duration of Inlet Closure

PWA will assess the potential for inlet closure by performing a multi-year simulation of inlet stability. Our quantified conceptual models of inlet closure and breaching, based on information collected in Subtask 4.1, will be used to predict frequency and duration of inlet closure.

Subtask 4.3. Evaluate Impact of Inlet Closure on Estuarine Processes

Based on the frequency and duration of inlet closure determined in Task 4.2, PWA will evaluate the resulting impacts on estuarine processes, such as tidal circulation and salinity.

Deliverable: See Deliverable for Task 3, above.

Task 5. Define Existing and Predict Future Lagoon Habitats & Ecology (60% Completion under Phase 2a contract).

Subtask 5.1. Map Existing Lagoon Habitats

WRA will classify wetland habitat types using USFWS Cowardin Wetland Classification System and classify vegetation communities within each wetland habitat type, according to United States Geological Survey (USGS) Vegetation Mapping and Accuracy Assessment protocol. The extent and distribution of each habitat type will be determined using existing multi-spectral ultra high-resolution (1m²) ortho-imagery and existing one-foot bathymetry data. Mapping from the multi-spectral imagery will be field-verified using transects at various locations within the lagoon that capture habitats over their full elevational range. Based on the mapping and field verification effort, the elevation range and area of each wetland habitat type will be determined.

WRA will interview local biologists to gather information on fish and wildlife use of the lagoon and to determine potential for each special status plants and wildlife species to occur within Lagoon wetland habitats. For available datasets, WRA will examine the distribution of fish and wildlife species in the Lagoon and determine general habitat preferences for these species. WRA will also conduct assessments to establish the potential of special status species to actually occupy specific habitat types in the lagoon and calculate the area and distribution of suitable habitat within the Lagoon for each special status species.

In order to track one important habitat for subtidal organisms, WRA will field map the extent and distribution of eelgrass beds within the Lagoon during low tide events using sub-meter resolution GPS.

Subtask 5.2. Predict Future Lagoon Habitats & Ecology

WRA will predict the evolution of the ecologic functions of the site based upon the projected changes in the physical environment (Task 3). These potential changes will be analyzed based on changes in habitats and their effects on common fish and wildlife species as well as from the specific requirements for each of the listed or otherwise protected species that use the Lagoon.

WRA will predict future shifts in abundance and distribution of different habitat types related to changes in Lagoon elevation, inlet closure frequency and duration, and estuarine processes (Tasks 3 and 4). WRA will predict future shifts in abundance and distribution both common fish and wildlife species and special status species related to changes in habitat types. WRA will also predict future shifts in abundance and distribution of eelgrass beds in the Lagoon.

Deliverable: No deliverable under Phase 2a contract.

Task 6. Assess Purpose & Need for Intervention (0% Completion under Phase 2a contract).

The expected trajectory of key indicators over the 50-year planning horizon will be estimated using the predicted evolution of Bolinas Lagoon and compared against the specific performance objectives to evaluate the need of intervention. PWA and WRA will work with the Science Panel and District to refine the targets and thresholds for the performance objectives.

Based on the expected evolution of the Lagoon and need for intervention, the adaptive management program, outlined in Phase 1, will be detailed. This will include recommendations regarding regular monitoring, re-evaluation of key indicators, and possible intervention measures.

It may be good opportunity to meet in person with the Science Panel at the end of Task 6 to discuss the predicted 50-year ecological function of the lagoon, to revisit performance objectives and targets, and to assess the need for intervention.

Deliverable: No deliverable under Phase 2a contract.

Task 7. Meetings and Coordination (40% Completion under Phase 2a contract).

Close coordination with District staff is essential given the public scrutiny of the proposed ERP and to ensure that our evaluation provides the District with information useful to the reformulation of the proposed plan. This task allows attendance and preparation time for meetings during Phase 2. For the purposes of our fee estimate, we have assumed 3 meetings with District staff, 2 meetings with the Science Panel/PRAC, 2 public meetings, and coordination with Bill Carmen (Project Manager and Josh Collins (Science Panel liaison).

Task 8. Draft and Final Report (0% Completion under Phase 2a contract).

PWA and WRA will prepare a Draft Report summarizing the Phase 1 and Phase 2 tasks. We anticipate that the Draft Report will be submitted to the Bolinas Lagoon Technical Advisory Committee and/or the Science Panel for review. We will incorporate comments compiled by the District into a Final Report.

Deliverable: No deliverable under Phase 2a contract. A draft and final report summarizing Phase 1 and 2 tasks will be completed under Phase 2b contract. PWA will provide 5 bound copies and 1 unbound copy of the final report, as well as one electronic copy in PDF format on CD.

EXHIBIT "B"
FEE SCHEDULE

FEE SCHEDULE

| <u>Category</u> | <u>Hourly Rate</u> |
|--------------------------|--------------------|
| Principal | \$185 |
| Associate Principal | \$155 |
| Senior Associate | \$135 |
| Associate 2 | \$118 |
| Associate 1 | \$108 |
| Hydrologist 2 | \$ 95 |
| Hydrologist 1 | \$ 85 |
| Hydrographer | \$ 75 |
| Graphics/CADD Production | \$ 80 |
| Desktop Publishing | \$ 75 |
| Technicians | \$ 60 |
| Clerical | \$ 55 |

Schedule and Budget

The fee estimate and preliminary schedule for the Phase 2 Scope-of-Work are attached. PWA anticipates completing tasks in Phase 2a by May 30, 2004 and Phase 2b by November 1, 2004. The actual distribution of labor and fee may differ from the estimate schedule in Table 1. Completion of Task 2 in Phase 2a assumes that PWA will receive input from the Science Panel on an appropriate methodology and a notice to proceed from the District by February 15, 2004.

PWA assumes the District will receive funding for project work after May 30th. If additional funding is not acquired, PWA will stop work, deliver data collected, and provide a progress report, summarizing the tasks completed to date, without analysis. Assuming funding is acquired, PWA will provide a Draft Report summarizing Phase 1 and 2 tasks to the District for review and comment by the PRAC. PWA will respond to comments compiled by the District in a Final Report to be completed by November 1.

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Table 1. Estimated Fee for Phase 2a and 2b

| Phase | Task | PWA Fee (\$) | Subconsultant Fee (\$) | Level of Completion |
|-------|-----------------|------------------|------------------------|---------------------|
| 2a | 1 | \$71,800 | \$0 | 100% |
| | 2 | \$29,300 | \$27,500 ² | 100% |
| | 3 | \$32,000 | \$0 | 40% |
| | 4 | \$15,000 | \$0 | 40% |
| | 5 | \$0 | \$35,000 ¹ | 60% |
| | 7 | \$18,000 | \$0 | 40% |
| | Expenses | \$5,100 | | 65% |
| | Overhead | \$10,200 | | 70% |
| | 2a Total | \$243,900 | | - |
| 2b | 3 | \$44,300 | \$0 | 100% |
| | 4 | \$20,200 | \$0 | 100% |
| | 5 | \$0 | \$26,000 ¹ | 100% |
| | 6 | \$13,900 | \$0 | 100% |
| | 7 | \$26,800 | \$0 | 100% |
| | 8 | \$49,100 | \$0 | 100% |
| | Expenses | \$2,900 | | 100% |
| | Overhead | \$4,300 | | 100% |
| | 2b Total | \$187,500 | | - |

¹WRA

²Other (Geotechnical and End Member Modeling)