

**RFP2019-15 CYBERSECURITY ENGINEERING EVALUATION AND PREPARATION FOR THE CITY OF TRENTON,
DEPARTMENT WATER AND SEWER PROPOSAL OPENED 3/22/2019 AT 11:00AM**

RFP2019-15 CYBERSECURITY ENGINEERING EVALUATION AND PREPARATION FOR THE CITY OF TRENTON, DEPARTMENT WATER AND SEWER				
NUMBER OF RESPONDENTS:	4			
NAME OF BIDDER	EPS TECHNOLOGY, INC.	MGT OF AMERICA CONSULTING, LLC	SPRUCE TECHNOLOGY, INC.	MOTT MACDONALD, LLC
ADDRESS	2 AMBOY AVENUE, BUILDING #5	4320 WEST KENNEDY BOULEVARD	1149 BLOOMFIELD AVENUE, SUITE G	111 WOOD AVENUE SOUTH
CITY, STATE, ZIP	WOODBURY, NJ 07095	TAMPA, FL 33609	CLIFTON, NJ 07012	ISELIN, NJ 08830
CONTACT NAME	CRAIG REEDS	DR. FRED SEAMON	KRISTEN MAZZA	JOSEPH STANLEY, PE, PP, VICE PRESIDENT
TELEPHONE	732-636-2426 OR 314-985-8733	813-327-4717	862-225-9302	973-912-2485
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E-MAIL	C.REEDS@EPS-ED.COM	FSEAMON@MGTCNSULTING.COM	COMPLIANCE@SPRUCETECH.COM	JOSEPH.STANLEY@MOTTMAC.COM
STATEMENT OF OWNERSHIP DISCLOSURE	INCLUDED	INCLUDED	INCLUDED	INCLUDED
REQUIRED EVIDENCE EEO/AFFIRMATIVE ACTION REGULATIONS QUESTIONNAIRE	INCLUDED	INCLUDED	INCLUDED	INCLUDED
ACKNOWLEDGEMENT OF RECEIPT OF ADDENDA	N/A	N/A	N/A	N/A
NJ BUSINESS REGISTRATION CERTIFICATE	REQUIRED FROM AWARDED VENDOR PRIOR TO AWARD	INCLUDED	INCLUDED	INCLUDED
NON-COLLUSION AFFADAVIT	INCLUDED	INCLUDED	INCLUDED	INCLUDED
ETHICS COMPLAINT DISCLOSURE	INCLUDED	INCLUDED	INCLUDED	INCLUDED
AMERICANS WITH DISABILITIES ACT OF 1990 LANGUAGE	INCLUDED	INCLUDED	INCLUDED	INCLUDED
CERTIFICATION AND DISCLOSURE OF POLITICAL CONTRIBUTIONS	INCLUDED	INCLUDED	INCLUDED	INCLUDED
DISCLOSURE OF INVESTED ACTIVITIES IN IRAN	INCLUDED	INCLUDED	INCLUDED	INCLUDED
DEBARMENT NOTICE REQUIRED	INCLUDED	INCLUDED	INCLUDED	INCLUDED
EIC	REQUIRED FROM AWARDED VENDOR PRIOR TO AWARD	REQUIRED FROM AWARDED VENDOR PRIOR TO AWARD	REQUIRED FROM AWARDED VENDOR PRIOR TO AWARD	CERT.#2062 EXP. 08/15/2021
CERTIFICATE OF INSURANCE	REQUIRED FROM AWARDED VENDOR PRIOR TO AWARD	REQUIRED FROM AWARDED VENDOR PRIOR TO AWARD	REQUIRED FROM AWARDED VENDOR PRIOR TO AWARD	REQUIRED FROM AWARDED VENDOR PRIOR TO AWARD
CITY OF TRENTON RESIDENT EMPLOYMENT POLICY	INCLUDED	INCLUDED	INCLUDED	INCLUDED
60-DAY EXTENSION COMPLIANCE	YES	YES	YES	YES
WILLING TO PROVIDE PRIORITY EMERGENCY SERVICES	YES	YES	YES	YES
REFERENCES	INCLUDED	N/A	INCLUDED	INCLUDED
W-9	INCLUDED	INCLUDED	INCLUDED	INCLUDED
TOTAL AMOUNT FOR ONE (1) YEAR	SEE ATTACHED BREAKDOWN OF PRICING	SEE ATTACHED BREAKDOWN OF PRICING	SEE ATTACHED BREAKDOWN OF PRICING	SEE ATTACHED BREAKDOWN OF PRICING
FATAL DEFECT	NONE	NONE	NONE	NONE



EPST
EPS TECHNOLOGY
PRICE PROPOSAL

Pricing Considerations:

The estimated costs are inclusive of all costs including, but not limited to, travel, staff resources, supplies, materials, printing, and administrative support. Costs include and account for the impact of resource additions that may be required to meet performance requirements. Costs exclude any applicable taxes.

Fixed Price contracts are invoiced monthly and include labor and expenses as they are incurred. Payment is due in 30-days. Expenses directly associated with this project (e.g., transportation, hotel, meals, telephone), while working away from our offices, are billed at cost.

This cost proposal is based on the following considerations:

- Required Water Department personnel are available to support all phases of the work plan
- Revisions to draft deliverables assume one cycle. One draft and one final draft of the deliverables will be issued
- For any workshops, EPS assumes Water Department will handle invitations, logistics, securing a venue and all on-site costs
- No subcontractors will be used on this project. All individuals working on these projects will be EPS full-time employees.

Evaluation Phase

Employee	Title	Rate	Hours	Travel	Total
Craig Reeds	Cyber Security Compliance Manager	\$220	16	0	\$3,520
Shawn Brown	Cyber Security Compliance Analyst	\$200	80	\$3,400	\$19,400
Project Management					\$5,683
					\$28,603

Draft Recommendations Phase

Employee	Title	Rate	Hours	Total
Craig Reeds	Cyber Security Compliance Manager	\$220	40	\$8,800
Shawn Brown	Cyber Security Compliance Analyst	\$200	120	\$24,000
Project Management				\$8,692
				\$41,492

Final Recommendations

Employee	Title	Rate	Hours	Total
Craig Reeds	Cyber Security Compliance Manager	\$220	16	\$3,520
Shawn Brown	Cyber Security Compliance Analyst	\$200	80	\$16,000
Project Management				\$5,173
				\$24,693

TOTAL LUMP SUM COST \$93,710

9. COST PROPOSAL

Evaluations:

Total Fixed Cost: \$67,200

Position	Hours	Hourly Rate
Sr Security Consultant	280	210
Sr IT Infrastructure Consultant	60	210

Draft Recommendations: \$12,600

Position	Hours	Hourly Rate
Sr Security Consultant	40	210
Sr IT Infrastructure Consultant	20	210

Final Recommendations: \$6,300

Position	Hours	Hourly Rate
Sr Security Consultant	20	210
Sr IT Infrastructure Consultant	10	210

Assessment Phase Pricing (based on continuous 6 week program)

Deliverable	Effort Description	Price
Assessment	Albert Balcells, PMO: 28 hours at \$0	\$104,200
	J. Broadhead, PMO: 28 hours at \$0	
	J. Gerah, PMO: 40 hours at \$0	
	R. Gabler, PMO/Architect: 40 hours at \$210	
	J. Bothe/J. Meyer or equiv.: Security Strategist: 200 hours at \$210	
	O. Paguaga: Sr. Assessment Engineer: 200 hours at \$190	
	V. Michael: PMO support: 120 hours at \$150	
Draft Recommendations	Albert Balcells, PMO: 4 hours at \$0	\$10,400*
	J. Broadhead, PMO: 4 hours at \$0	
	J. Gerah, PMO: 4 hours at \$0	
	R. Gabler, PMO/Architect: 8 hours at \$230	
	J. Bothe/J. Meyer or equiv.: Security Strategist: 20 hours at \$210	
	O. Paguaga: Sr. Assessment Engineer: 20 hours at \$190	
	V. Michael: PMO support: 10 hours at \$150	
Final Recommendations	Albert Balcells, PMO: 4 hours at \$0	\$10,400*
	J. Broadhead, PMO: 4 hours at \$0	
	J. Gerah, PMO: 4 hours at \$0	
	R. Gabler, PMO/Architect: 8 hours at \$230	
	J. Bothe/J. Meyer or equiv.: Security Strategist: 20 hours at \$210	
	O. Paguaga: Sr. Assessment Engineer: 20 hours at \$190	
	V. Michael: PMO support: 10 hours at \$150	

Total

\$125,000

"As noted in our technical proposal, we are proposing a six(6) week program that includes the development of the assessment/cybersecurity program AND the draft report AND the final report. As noted in the implementation phase, we would then use the information gathered during the assessment phase to complete the two (2) areas required by the regulations: training/awareness and incident management. Please see below for details. See assumptions for continuous program of 6 weeks and meetings scheduled in advance.

- **Appendix G: Implementation Phase details which include:**
 - Summary Implementation Phase Schedule
 - Implementation Phase: Summary Phase Deliverables , Tools and Assumptions and **Cross-Reference to NJ PUB Regulations**
 - Implementation Phase Project Plan, Deliverables, Resource Participation

Turnkey Program

We will operate this as a turnkey program, creating the assessment and other deliverables with the help of the City and TWW.

Pricing Information

Illustrated below are **the summary and detailed costs, deliverables and assumptions** we have made with respect to delivering this program. We have also included the areas where the City will participate including providing data/documents in a timely manner, meeting with team members, and attending/scheduling a session with the DEP.

Statutory Compliance

We have provided a cross-reference between the phases and deliverables in the appendices as noted.

Implementation Phase Details (based on continuous 4-6 week program immediately after the completion of the assessment phase; see the technical proposal)

Deliverable(s)	Effort Description	Price
Incident Management:	Albert Balcells, PMO: 16-24 hours at \$0	\$73,000 – 110,000
	J. Broadhead, PMO: 16-24 hours at \$0	
-IM Plan	J. Cerah, PMO: 16-24 hours at \$0	
-Test Plan	R. Gabler, PMO/Architect: 32-48 hours at \$200	
-Test Report	J. Bothe/J. Meyer or equiv. Incid. Mgt: 160-240 hours at \$200	
	O. Paguaga: Sr. Assessment Engineer: 160-240 hours at \$185	
Training & Awareness	V. Michael: PMO support: 40-6 hours at \$150	
-Awareness Campaign	Hours are based on either a 4 or 6 week program to complete the Incident Plan including testing and reports. Same schedule for Awareness and training. Please see the technical proposal for more details and assumptions.	
-Training		
Total		

Pricing Notes

These prices assume the following:

Assessment Phase:

1. The Assessment phase will run as a continuous program as illustrated in the proposal for six weeks;
2. The Draft Report review with TWW will be held during week 5 and scheduled prior to the start of the engagement;
3. The meeting with the DEP will be held during week six(6) and scheduled prior to the start of the engagement;
4. Documents and data will be provided to the team starting two (2) weeks prior to the engagement. If documents are not provided or not available within 3 business days of the request, the Spruce/Ovation team will note that as part of the assessment. We will make every attempt to work with TWW in order to secure the information required through our PMO support team who will be on the ground gathering data, verifying it and working with our analysts and PMO.
5. TWW resources will be available as illustrated in the proposal and make themselves available for limited ad-hoc meetings, phone calls as needed (we will try to limit this as much as possible, hence the document requests in advance)

Implementation Phase:

1. Spruce/Ovation will facilitate the selection of the proper distance learning/CBT vendor for TWW’s cybersecurity program based on data gathered during the assessment phase.
2. Spruce/Ovation will develop, as noted previously, content, webinars, etc. to complement the vendor-provided material (e.g. focus on issues specific to water/waste water).
3. We have budgeted for up to 100 users to be trained using the aforementioned baseline.
4. Incident management platform: we do not assume there is a platform in place; rather, the range of costs is based on whether a plan (and experience managing incidents exists or if we are building out a process from scratch).

Note: Auditrun license fees for ongoing usage are not included in this proposal. Ovation is happy to discuss using our tool as part of an ongoing part of TWW’s cybersecurity plan after the assessment phase is completed. If TWW decides to move forward without Auditrun, we will provide a hardcopy of our findings, controls, etc as provided by AuditRun upon completion of the engagement.

Summary Pricing Estimates – Both Phases

Illustrated below, please find the summary table for both phases including summary hours, fees and other costs associated with delivering these turnkey deliverables.

	Low Estimate		High Estimate		Deliverables
	Hours	Fees	Hours	Fees	
Assessment + Draft + Final Report	N/A	N/A	756	\$125,000	CyberSecurity Plan in AuditRun including Risk Assessments, Controls, Priorities, etc Draft and Final Executive Summary Report to complement plan
Implementation	432	\$76,000	636	\$110,000	Incident Management: - Plan - Test Plan - Tabletop Test Exercise - Test Report Training - Training Content - Training Deliver - Webinars (see details above)
License Fees					
- AuditRun		Included in fees			
- Discovery tools	N/A	\$0 to \$10k depending			Excluded from cost; assume manual data collection, though

		upon tool selected			opensource tools are available to collect some min. baseline.
- Training Platform	See implementation	\$2,500	See implementation	\$2,500	\$25/user *100 Users (per year)
Expenses	10-15% of fees billed at actual	\$10-15k		\$10-15k	We will leverage working virtually where possible to reduce travel expenses
Total estimated cost		\$203,000 + actual expenses		\$~237,000 + actual expenses	Includes \$2500 estimated cost for training platform for 100 users. subject to verification with vendors Excludes cost of discovery platforms

Detail Pricing– Assessment Phase

As documented in technical proposal including Appendix F, the Assessment phase will run for six (6) weeks as illustrated here:

	Scope	Wo	Month 1				Month 2			
			W1	W2	W3	W4	W5	W6	W7	W8
1. Data Collection	Request Data prior to program start	x								
	Confirm IT /SCADA Collection Approach	x								
	Confirm Access to networks for automated data collection or CMDB data	x								
	Schedule meetings	x								
2. Inventory Baseline Data	Inventory Policies, Procedures, Design Docs, etc and plan for interviews. Load data into AuditRun		x	x	x	x				
	Collect IT data via automated collection if needed		x	x	x	x				
3. Review Current and Future State	Risk Assessment		x	x	x	x	x	x		
	Gaps Definition									
	Prepare Initial Draft Plan		x	x	x	x	x	x		
4. Identify Risk Areas and Opportunities for Improvements	Prepare Final Plan		x	x	x	x	x	x		
	Identify areas for opportunity with client						x	x	x	
	Identify current remediation programs									
	Review Findings Draft						x	x	x	
5. PMO	Review Findings Final									
	Weekly PMO Reviews									
	Identify areas for review with Sr Mgt/Board, if any		X	X	X	X	X	X		
	Course correct as needed									

Detail Pricing– Implementation Phase

As documented in technical proposal including Appendix F, the Assessment phase will run from four (4) to six(6) weeks as illustrated here:

	Scope	Month 2				Month 3			
		W5	W6	W7	W8	W9	W10	W11	W12
1. Incident Mgt	Validate upstream data sources (logs, threat intel, etc) – phase 1	X	X						
	Validate output/reporting requirements for NJCCIC/others – Phase 1	X	X					*see notes	
	Develop Program		X	X	X	X	X		
	Develop Test Program		X	X	X	X	X		
	Execute test						X		
2. Training	1. Evaluate and select commercial content provider								
	2. Assess gap in content versus TWW needs			x	x	x	x		
	3. Develop Awareness and Training Materials; deploy content onto platform			x	x	x	x		
	4. Schedule training								
5. PMO	Weekly PMO Reviews								
	Identify areas for review with Sr Mgt/Board, if any Course correct as needed	X	X	X	X	X	X		

City's Participation

In order to deliver the turnkey program, we will need resources from the City as noted below (and others that we may identify upon engaging with the City) to participate during the program as noted below, in addition to providing documents and data in advance of project kickoff.

		Month 1				Month 2				Month 3			
	Roles	W1	W2	W3	W4	W5	W6	W7	W8	W9	Wx	W1	W2
Albert Balcells	PMO Office	4	4	4	4	8	8	4	4	4	4	4	4
Jeff Broadhead	PMO/Governance	4	4	4	4	8	8	4	4	4	4	4	4
John Gerah	PMO/Data/Infra	4	4	4	4	8	8	4	4	4	4	4	4
Raymond Gabler	PMO/Architect	8	8	8	8	8	8	8	8	8	8	8	8
Jim Bothe*	Security Strategist & Incident Response Specialist	40	40	40	40	40	40	40	40	40	40	40	40
Jim Meyer*													
Octavio Paguaga	Senior Assessment Engineer & Trainer	40	40	40	40	40	40	40	40	40	40	40	40
Natale Wear*	Application Security Specialist* only if needed			40*	40*	40*							
Vijaya Michael	PMO Support	20	20	20	20	20	20	10	10	10	10	10	10
TWW Resources													
IT Director	Core Team	16	16	16	16	16	16	4	4	4	4	4	4
Network (All)	Core Team	8	8	8	16	16	8	4	4	4	4	4	4
IA&M/Directory Services	Core Team	8	8	8	16	8	8	4	4	4	4	4	4
Platforms	Core Team	8	8	8	16	8	4	4	4	4	4	4	4
Apps	Core Team	8	8	8	16	8	8	4	4	4	4	4	4
SCADA	Core Team	8	8	8	16	8	8	4	4	4	4	4	4
		Month 1				Month 2				Month 3			
		W1	W2	W3	W4	W5	W6	W7	W8	W9	Wx	W1	W2
Legal/Procurement	Core Team	2		4									
End Users, Mgr	See notes												*

Dr. Shing-Fu Hsueh		2				8	8						
DEP							8*						
Mayor							TBD						

We will also work with the City to gather information as part of the assessment phase. An example (also available in Appendix F of the technical proposal includes but is not limited to the following:

Example Inventory/Data/Document Requests Questions

	Engineering	Documentati on	Processes	Organization	Events
Inventory data	IT and OT				IT and OT
Security Posture (examples)	A/V products Vulnerability Tools Patch Management/ DevOps Threat Hunting tools	Configuration docs per tool	Integration with Incident Management Patching cadence	Escalation processes	
HA/DR Engineering and Data Protection	Engineering documents for all apps and infrastructure designed for N+1 (i.e. eliminate single point of failure)	High Availability, clustering, multi-site/cloud Design docs	Runbooks	App Teams SCADA teams Core teams	DR events Data events
Endpoints	End-user Consumer Vendor Partners	Network Access Docs App Access Do SCADA access	Network Request App Access SCADA Access	End-users Consumer Vendor partners	

<p>Appl. Infrastructure – All including SCADA Virtualization/Container Servers Storage Database/Data Devices</p>	<p>Logical & Physical diagrams, CI's, Release, Virtual: consoles, vm's, vendors/products, farms/hosts, memory, CPU Box, OS/Release, patch level, VM: Vendor, OS/Release/etc Container: SAN, NAS, DAS, Cloud Vendor, Release, patch, db, SCADA, Endpoints</p>	<p>System Build/SRE docs Ops Docs Escalation documentation Training App Relationships via CMDB/other</p>	<p>System Build Process RFC/Patches – Servers, storage, etc Sunsetting policies/plans DR/BCP plans per app, data center, SCADA devices and data Monitoring & Logs Architecture for All Apps including critical and SCADA</p>	<p>App Support team Vendors/SLA's Training</p>	<p>Infrastructure Upgrades /patches over past two (2) years OS, Storage, DB - see Patch processes</p>
<p>SCADA</p>	<p>Vendors, products, version Single points of Failure Design</p>	<p>Patching, Upgrades SCADA Logical and Physical Design (as designed and as built)</p>	<p>Change Management Upgrades/Patches Replacements</p>	<p>SCADA support team Vendor SLAs Training</p>	<p>Physical Access Logical Access Monitoring of both</p>
<p>Network</p>	<p>Inside firewall(s) Vendors, products, versions, DMZ Vendors, products, versions External Carriers/ DNS Providers (internal and external)</p>	<p>Operations Documentation Training Vendor SLA Network Architecture (logical and physical) diagrams for IT and SCADA network IP Network Design SAN Network DNS/DHCP Architecture diagrams WAN diagram/MP LS or equivalent Diagram Site-to-Site Diagram Carrier/ISP list IP Address management (IPAM) DMZ: Firewall, UTM, CASB, etc diagram</p>	<p>Network Change management Process(es) Configuration change request /escalation DNS Server/VM Build/IPAM change management Containers/Network Management changes</p>	<p>Network team org chart Key Vendors/Subcontractors Physical Access</p>	<p>Summary of Tickets and RFCs for: Core switches, Edge Switches, VPN, Firewalls Upgrades, patching, outages for network equipment over past two (2) years</p>

Data Center		1) Data Center/Room information including picture 2) Rack info, room/suite info, power, etc 3) Physical Security			
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Summary Program Schedule

	Summary Tasks	Month 1				Month 2				Month 3			
		W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12
1. Assessment	<ul style="list-style-type: none"> Data Collection/Inventory Data Analysis/Documentation into CS plan against NIST/AWWA CS Assessment Report 												
2. Implementation: Training	<ul style="list-style-type: none"> Validate Baseline Content Create TWW-specific Content Schedule Training Users attend distance/CBT learning 												
3. Implementation: Incident	<ul style="list-style-type: none"> Validate upstream data sources Validate downstream reporting requirements Design/document IR plan Design/Execute Test IR test program & 	<p><i>Timeline to be confirmed based on existing, if any, IR plan</i></p>											
4. PMO, Core Team Meetings, Sr. Leadership Reviews	<ul style="list-style-type: none"> Kickoff Meeting Core Team Meetings Draft/Final Report Reviews 	<p>Note: Data collection will begin the week before the engagement</p>											

Does not include review
 Activity includes review(s) with TWW and external resources

Cost proposal

Description	Proposed fee
1. Evaluations, lump sum	\$73,190.00
2. Draft Recommendations, lump sum	\$70,735.00
3. Final Recommendations, lump Sum	\$32,057.00
Total	\$175,982.00

Note: Refer to the attached breakdown of costs for the various sub-tasks and additional details.

Additional Option:

As an option to provide ongoing Services, we have included a fixed lump sum price option. In the RFP, requirements for providing “situational awareness” are included. As this work would extend beyond what we believe is the intended project duration, we have included this as a separate option. Citadel-NY would provide these services with professional oversight by Mott MacDonald. We have budgeted for two personnel or 16 hours/month for 12 months with 10% overhead. Details for these services are included in our proposal and can be further negotiated.

Option 1:

Ongoing services and situational awareness for 12 months, lump sum **\$39,600.00**



Trenton Water Works
Cybersecurity Engineering Evaluation and Preparation of Plans
RFP 2019-15

Labor

	Title/Grade: Name:	Proj. Princ. Joe Stanley (35110) \$260.00	Proj. Mgr. Thomas Kuhn (69810) \$246.58	Sr. Proj. Eng. Dan Preziosi (85603) \$220.63	Sr. Proj. Eng. Richard Umbrino (51784) \$183.37	Eng III Shalom T. Varghese (73444) \$127.41	Eng II Kevin Kinwan (87590) \$95.54	Hrs. Total	Total Labor Fee	Hrs	Labor Fee
1	Evaluations	2	9	32	34	0	24	101	\$ 18,326.93	206	\$ 39,013.81
	Task 1 Site Survey and Identification of Cyber Assets										
	Task 2 Evaluation and Assessment	2	16	16	12	28	0	74	\$ 13,763.41		
2	Draft Recommendations	6	16	8	32	0	4	66	\$ 6,923.48	222	\$ 40,897.23
	Task 3 Follow-Up Interviews										
	Task 4 Risk Assessment and Cyber Planning	4	16	16	6	0	6	48	\$ 13,520.32		
	Task 5 Cyber Evaluation Report Workshop	4	8	40	0	0	0	108	\$ 17,188.06		
3	Final Recommendations	4	8	8	32	0	8	60	\$ 8,897.56	100	\$ 20,307.39
	Task 6 Issue Final report										
	Task 7 Cybersecurity Awareness Training	4	8	8	32	0	8	60	\$ 11,409.83		
	Total Hours:	28	105	141	122	30	102	528			
	Total Labor Fee:	\$ 7,280.11	\$ 25,890.82	\$ 31,109.25	\$ 22,371.04	\$ 3,822.40	\$ 9,744.81		\$ 100,218.43		

Direct Expenses

Sub-Consultant Details:

	Title/Grade: Name:	IT Spec. Citadel IT Specialist \$187.50	IT Spec. Citadel IT Specialist \$187.50	IT Spec. Citadel IT Specialist \$187.50	Hrs. Total	Total Labor Fee
1	Evaluations	44	44	12	100	\$ 18,750.00
	Task 1 Site Survey and Identification of Cyber Assets					
	Task 2 Evaluation and Assessment	40	12	16	68	\$ 12,750.00
2	Draft Recommendations	8	0	0	8	\$ 1,500.00
	Task 3 Follow-Up Interviews					
	Task 4 Risk Assessment and Cyber Planning	8	40	4	52	\$ 9,750.00
	Task 5 Cyber Evaluation Report Workshop	8	0	8	16	\$ 3,000.00
3	Final Recommendations	20	0	40	89	\$ 16,687.50
	Task 6 Issue Final report					
	Task 7 Cybersecurity Awareness Training	24	0	8	32	\$ 6,000.00
	Total Hours:	161	136	96	393	
	Total Labor Fee:	\$ 30,187.50	\$ 25,500.00	\$ 18,000.00		\$ 73,687.50

Travel/Materials:

Description	Direct Cost
Citadel-NY - IT Cybersecurity Specialists	\$ 73,687.50
Company Car Expenses	\$1,677
Printing and Publication (10 copies Draft and Final)	\$400
Total Direct Costs	\$ 75,764.50

Summary

Description	MM Labor	Citadel-NY	Expenses	Printing	Total
Labor - Evaluations	\$ 39,013.81	\$ 33,000.00	\$ 1,177.00		\$ 73,190.81
Labor - Draft Recommendations	\$ 40,897.23	\$ 29,437.50	\$ 200.00	\$ 200.00	\$ 70,734.73
Labor - Final Recommendations	\$ 20,307.39	\$ 11,250.00	\$ 300.00	\$ 200.00	\$ 32,057.39
Direct Costs					
Total	\$ 175,982.93				\$ 175,982.93

Fee Table Breakdown

1. Evaluations	\$ 39,013.81	\$ 33,000.00	\$ 1,177.00		\$ 73,190.81
2. Draft Evaluations	\$ 40,897.23	\$ 29,437.50	\$ 200.00	\$ 200.00	\$ 70,734.73
3. Final Recommendations	\$ 20,307.39	\$ 11,250.00	\$ 300.00	\$ 200.00	\$ 32,057.39
Total	\$ 175,982.93				\$ 175,982.93