

CHECKLIST TO DESIGNATE AREAS OF EVALUATION FOR REQUESTS FOR PROPOSAL (RFP)

	REQUISITION NUMBER	DUE DATE	TIME DUE
MDOT PROJECT MANAGER	JOB NUMBER (JN)	CONTROL SECTION (CS)	

DESCRIPTION

MDOT PROJECT MANAGER: Check all items to be included in RFP			CONSULTANT: Provide only checked items below in proposal
WHITE = REQUIRED ** = OPTIONAL Check the appropriate Tier in the box below			
<input type="checkbox"/> TIER I (\$50,000 - \$150,000)	<input type="checkbox"/> TIER II (\$150,000-\$1,000,000)	<input type="checkbox"/> TIER III (>\$1,000,000)	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Understanding of Service **
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<i>Innovations</i>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Organizational Chart
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Qualifications of Team
Not required as part of Official RFP	Not required as part of Official RFP	<input type="checkbox"/>	Quality Assurance/Quality Control **
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Location: The percentage of work performed in Michigan will be used for all selections unless the project is for on-site inspection or survey activities, then location should be scored using the distance from the consultant office to the on-site inspection or survey activity.
N/A	N/A	<input type="checkbox"/>	Presentation **
N/A	N/A	<input type="checkbox"/>	Technical Proposal (if Presentation is required)
3 pages (MDOT Forms not counted)	7 pages (MDOT Forms not counted)	14 pages (MDOT forms not counted)	Total maximum pages for RFP not including key personnel resumes. Resumes limited to 2 pages per key staff personnel.

PROPOSAL AND BID SHEET EMAIL ADDRESS – mdot-rfp-response@michigan.gov

GENERAL INFORMATION

Any questions relative to the scope of services must be submitted by e-mail to the MDOT Project Manager. Questions must be received by the Project Manager at least five (5) working days prior to the due date and time specified above. All questions and answers will be placed on the MDOT website as soon as possible after receipt of the questions, and at least three (3) days prior to the RFP due date deadline. The names of vendors submitting questions will not be disclosed.

MDOT is an equal opportunity employer and MDOT DBE firms are encouraged to apply. The participating DBE firm, as currently certified by MDOT's Office of Equal Opportunity, shall be listed in the Proposal.

MDOT FORMS REQUIRED AS PART OF PROPOSAL SUBMISSION

5100D – Request for Proposal Cover Sheet

5100J – Consultant Data and Signature Sheet (Required for all firms performing non-prequalified services on this project.)

(These forms are not included in the proposal maximum page count.)

REQUEST FOR PROPOSAL

The Michigan Department of Transportation (MDOT) is seeking professional services for the project contained in the attached scope of services.

If your firm is interested in providing services, please indicate your interest by submitting a Proposal, Proposal/Bid Sheet or Bid Sheet as indicated below. The documents must be submitted in accordance with the latest (Consultant/Vendor Selection Guidelines for Services Contracts) **AA**

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RFP SPECIFIC INFORMATION

ENGINEERING SERVICES BUREAU OF TRANSPORTATION PLANNING OTHER

THE SERVICE WAS POSTED ON THE ANTICIPATED QUARTERLY REQUESTS FOR PROPOSALS
 NO YES DATED _____ THROUGH _____

<input type="checkbox"/> Prequalified Services – See the attached Scope of Services for required Prequalification Classifications.	<input type="checkbox"/> Non-Prequalified Services – If selected, the vendor must make sure that current financial information, including labor rates, overhead computations, and financial statements, is on file with MDOT’s Office of Commission Audits. This information must be on file for the prime vendor and all sub vendors so that the contract will not be delayed. Form 5100J is required with proposal for all firms performing non-prequalified services on this project.
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Qualification Based Selection - Use Consultant/Vendor Selection Guidelines.

For all Qualifications Based Selections, the selection team will review the information submitted and will select the firm considered most qualified to perform the services based on the proposals. The selected firm will be asked to prepare a priced proposal. Negotiations will be conducted with the firm selected.

For a cost plus fixed fee contract, the selected vendor must have a cost accounting system to support a cost plus fixed fee contract. This type of system has a job-order cost accounting system for the recording and accumulation of costs incurred under its contracts. Each project is assigned a job number so that costs may be segregated and accumulated in the vendor’s job-order accounting system.

Qualification Based Selection / Low Bid – Use Consultant/Vendor Selection Guidelines. See Bid Sheet instructions for additional information.

For Qualification Review/Low Bid selections, the selection team will review the proposals submitted. The vendor that has met established qualification threshold and with the lowest bid will be selected.

Best Value – Use Consultant/Vendor Selection Guidelines, See Bid Sheet Instructions below for additional information. The bid amount is a component of the total proposal score, not the determining factor of the selection.

Low Bid (no qualifications review required – no proposal required.)

BID SHEET INSTRUCTIONS

Bid Sheet(s) are located at the end of the Scope of Services. Submit bid sheet(s) with the proposal, to the email address: mdot-rfp-response@michigan.gov. Failure to comply with this procedure may result in your bid being rejected from consideration.

PARTNERSHIP CHARTER AGREEMENT

MDOT and ACEC created a Partnership Charter Agreement which establishes guidelines to assist MDOT and Consultants in successful partnering. Both the Consultant and MDOT Project Manager are reminded to review the [ACEC-MDOT Partnership Charter Agreement](#) and are asked to follow all communications, issues resolution and other procedures and guidance’s contained therein.

**NOTIFICATION
MANDATORY ELECTRONIC SUBMITTAL**

Proposals submitted for this project must be submitted electronically.

The following are changes to the Proposal Submittal Requirements:

- Eliminated the Following Requirements:
 - Safety Program
 - Communication Plan
 - Past Performance as *a separate section*
 - Separate section for DBE Statement of goals. Include information in Qualification of Team section

- Implemented the Following Changes:
 - All proposals require an Organization Chart
 - Resumes must be a maximum of two pages
 - Only Key (lead) staff resumes may be submitted
 - Tier III proposal reduced from 19 to 14 pages
 - Forms 5100D, 5100I, and 5100G combined – 5100D
 - Forms 5100B and 5100H combined – 5100B
 - RFP's will be posted on a weekly basis -- on Mondays

The following are Requirements for Electronic Submittals:

- Proposals must be prepared using the most current guidelines
- The proposal must be bookmarked to clearly identify the proposal sections (See Below)
- For any section not required per the RFP, the bookmark must be edited to include “N/A” after the bookmark title.
Example: Understanding of Service – N/A
- Proposals must be assembled and saved as a single PDF file
- PDF file must be 5 megabytes or smaller
- PDF file must be submitted via e-mail to MDOT-RFP-Response@michigan.gov
- MDOT's requisition number and company name must be included in the subject line of the e-mail. The PDF shall be named using the following format:
 - Requisition#XXX_Company Name.PDF
- MDOT will not accept multiple submittals
- Proposals must be *received* by MDOT on or before the due date and time specified in each RFP

If the submittals do not comply with the requirements, they may be determined unresponsive.

The Consultant's will receive an e-mail reply/notification from MDOT when the proposal is received. Please retain a copy of this e-mail as proof that the proposal was received on time. **Consultants are responsible for ensuring the MDOT receives the proposal on time.**

****Contact Contract Services Division immediately at 517-373-4680 if you do not get an auto response****

Required Bookmarking Format:

- I. Request for Proposal Cover Sheet Form 5100D
 - A. Consultant Data and Signature Sheet, Form 5100J (if applicable)
- II. Understanding of Service
 - A. Innovations
- III. Qualifications of Team
 - A. Structure of Project Team
 - 1. Role of Firms
 - 2. Role of Key Personnel
 - B. Organization Chart
 - C. Location
- IV. Quality Assurance / Quality Control Plan
- V. Resumes of Key Staff
- VI. Pricing Documents/Bid Sheet (if applicable)

2/14/12

**NOTIFICATION
E-VERIFY REQUIREMENTS**

E-Verify is an Internet based system that allows an employer, using information reported on an employee's Form I-9, Employment Eligibility Verification, to determine the eligibility of that employee to work in the United States. There is no charge to employers to use E-Verify. The E-Verify system is operated by the Department of Homeland Security (DHS) in partnership with the Social Security Administration. E-Verify is available in Spanish.

The State of Michigan is requiring, under Public Act 200 of 2012, Section 381, that as a condition of each contract or subcontract for construction, maintenance, or engineering services that the pre-qualified contractor or subcontractor agree to use the E-Verify system to verify that all persons hired during the contract term by the contractor or subcontractor are legally present and authorized to work in the United States.

Information on registration for and use of the E-Verify program can be obtained via the Internet at the DHS Web site: <http://www.dhs.gov/E-Verify>.

The documentation supporting the usage of the E-Verify system must be maintained by each consultant and be made available to MDOT upon request.

It is the responsibility of the prime consultant to include the E-Verify requirement documented in this NOTIFICATION in all tiers of subcontracts.

9/13/12

Michigan Department of Transportation

SCOPE OF SERVICE

FOR

SPECIALTY SERVICES

Employee Assessments & Team Building

PROJECT LOCATION:

Various locations throughout the Metro Region.

SERVICE DESCRIPTION:

The Michigan Department of Transportation's (MDOT) Metro Region Executive Management Team (EMT) consists the Metro Region Engineer, Deputy Region Engineer, Associate Region Engineers (3), and Transportation Service Managers (4). The goal of this group is demonstrating strong leadership in the effective management of all Region operations, and providing engagement and support for all Metro Region employees.

The goal is to assist the Metro Region Engineer, and Deputy Metro Region Engineer in assessing the effectiveness of individual EMT members, and EMT as a team, and recommend actionable plans to improve both individual and collective interaction and performance.

Another goal is assisting individual EMT members with staff and office working relationship assessments, developing action plans and recommendations for improvement/enhancement and proposing team building exercises as appropriate.

Also perform an assessment of the team dynamics for the I-94 and I-75 mega-project teams within Metro Region, and recommend actions to ensure these projects are delivered as part of a collaborative, team environment.

The scope of work for the team building consultant facilitator may include, but is not limited to the following objectives:

Part 1:

- Interview key staff and team members
- Observe team dynamics, working relationships, interactions and behaviors
- Identify individual and team successful practices to continue/enhance/implement
- Identify individual and team related gaps in performance
- Provide recommendations and actionable items to improve

Part 2:

- Implementation plan, with specific steps to address the following:
 - Identification or validation of performance, leadership, working relationship, or team accountability issues
 - Plan details such as scope, schedule and deliverables
 - Expected outcomes
 - Mentoring sessions to track implementation

Part 3:

- Develop and conduct team building exercises and workshops for staff within Metro Region

KEY PERSONNEL

1. Personnel directly performing services shall have, at a minimum, the following qualifications:
 - a. Bachelor’s degree
 - b. Five (5) years facilitation/team building instruction experience in private sector or governmental environments (e.g., city, county, state, or federal government)
2. Personnel shall be available and flexible to begin work and conduct the teambuilding workshops within calendar year 2016, or another MDOT approved schedule.
3. The Consultant's Key Personnel shall be those persons, whether employed by the Consultant or by one or more of the Consultant's proposed Sub-consultants, who meet the qualification criteria above, and possess the analytical skills and expertise to provide services under this contract.
4. Continuity of personnel is considered essential to the successful completion of projects; personnel employed by the Consultant or Sub-consultant are expected to be available to MDOT throughout the length of the project period.

ANTICIPATED START DATE: April 1, 2016

ANTICIPATED SERVICE COMPLETION DATE:

This service will be for a one-time project delivery, with follow-up and mentoring sessions. Project completion with the final report on or before December 31, 2016.

PRIMARY PREQUALIFICATION CLASSIFICATION(S):

NA

SECONDARY PREQUALIFICATION CLASSIFICATION(S):

NA

MDOT PROJECT MANAGER:

Matthew J. Chynoweth
 Deputy Metro Region Engineer
 18000 W 9 Mile Road
 Southfield, MI 48075

CONSULTANT RESPONSIBILITIES:

In performing this work, the consultant shall comply with applicable federal/state policies and MDOT requirements. The personnel provided by the Consultant may be required to perform the following activities:

1. Conduct preliminary interview with Metro Region Engineer, and Deputy Metro Region Engineer to collaborate on the final format, content, reporting requirements, and expected outcomes of the assessments, interviews, team-building workshops, mentoring, etc.
2. Prepare a preliminary work plan including draft assessment, interview and team-building workshop exercises.
3. Conduct/Facilitate Employee behavior assessments with the results to be available sufficiently prior to the team building workshop to allow use in final workshop exercise planning.
4. Prepare final workshop plan and conduct workshop consistent in meeting the goals as defined in this Request for Proposal.
5. Prepare required workshop outcome documents and prepare final recommendations report for Metro Region Engineer and Deputy Metro Region Engineer
6. Meet with Metro Region Engineer and Deputy Metro Region Engineer to discuss recommendations and outcomes.

Specific tasks are as follows:

1. Review Documentation (provided hard copies and electronic information)

- Become familiar with the Organization Charts and leadership structure within MDOT and Metro Region
- Review historical documentation compiled by Region Engineer, and Deputy Metro Region Engineer regarding employee assessments if prudent, and as appropriate
- Review Employee Engagement Survey results from 2015
- Host scope verification conference call with Metro Region Engineer, and Deputy Metro Region Engineer to discuss background information, questions, concerns, schedule, goals, objectives and steps to move forward.
- Develop questions that focus on communication, leadership, professional relationships, employee engagement, accountability, personal contributions to section goals, and overall performance. The questions will be discussion points for the one on one employee interviews.
- Review and become familiar with I-94 and I-75 mega-project organization charts, interview staff and project management personnel, identify barriers to success, and propose actions to ensure barriers do not interfere with success.

2. Site Work:

The Consultant shall conduct one on one interviews with select managers, supervisors, project managers, and key office personnel within each Transportation Service Group and the Metro Region Office as appropriate. Suggested leadership staff is as follows:

- **Detroit Transportation Service Group (TSG):** TS Manager., TSG Construction Engineer, TSG Operations Engineer, TSG Projects and Contracts Engineer.
- **Macomb TSG:** TS Manager, TSG Construction Engineer, TSG Operations Engineer, TSG Projects and Contracts Engineer.
- **Taylor TSG:** TS Manager, TSG Construction Engineer, TSG Operations Engineer, TSG Projects and Contracts Engineer.
- **Region Office - Operations:** Associate for Operations, Traffic, Safety, and Operations Engineer, SEMTOC Manager, Transportation Maintenance Supervisor (TMS 13), Detroit Maintenance Garage Supervisor, Auburn Hills Garage Supervisor.
- **Region Office – Construction:** Associate for Construction, Region Construction Engineer, M&T Engineer,
- **Region Office - Development:** Associate for Development, Region Bridge Engineer, Region Real Estate Agent, Region Design Engineer, Region Pavement Engineer
- **Region Office - Executive Staff:** Region Engineer Senior Executive Assistant (SEMA), Deputy Region Engineer Assistant, Region Personnel Liaison, Region Planner, Region Communications Representative, Region Financial Analyst
- Facilitate team building exercise for the Executive Management Team (EMT) (approximately 10 people). Topics shall include effective leadership, accountability, deliverables, and communication to be a successful team.

3. Develop an action plan:

The action plan structure and roll out will be based on the recommendations of the Consultant in collaboration with the Metro Region Engineer, and Deputy Metro Region Engineer. Suggestions are as follows:

- Develop a report of data, summaries, findings, and strengths/weaknesses as individuals, and as a team.
- Develop interpretations of the findings and indicators.
- Compare the interpretations to the information given originally.

- Develop a plan for corrective action for the Metro Region Engineer, Deputy Metro Region Engineer, the Associate Region Engineers, and TSG Managers individually with time frames.
 - Develop a corrective action plan for the EMT as a team.
 - Validate or verify specific performance, leadership, and working relationship issues or problems that need to be addressed short-term, mid-term, and long-term.
 - Recommend specific changes that are in need to instill strong leadership within the Region to become a high performing area.
 - Develop talking points for the Metro Region Engineer, and Deputy Metro Region Engineer.
 - Recommend staff changes if applicable.
4. Follow up and mentoring of the Region Engineer and Deputy Metro Region Engineer.
Possible activities to include:
- Meet with the Metro Region Engineer and Deputy Metro Region Engineer to discuss outcomes
 - Prepare a final report
 - Provide hours for follow up conference calls with the Region Engineer, and Deputy Metro Region Engineer to mentor and stay on track with action plan.
 - Provide a few hours of any additional hours of mentoring as needed with individual staff.

MDOT RESPONSIBILITIES:

The MDOT Project Manager will be responsible for scheduling all meetings, coordinating team building activities, and providing overall guidance to the Consultant Project Manager.

DELIVERABLES:

The deliverables will be as follows:

1. Employee behavior assessment and analysis.
2. Preliminary work plan including collecting\interpreting\reporting assessment and performance data and workshop exercises and materials prior to conducting the teambuilding workshop.
3. Conduct teambuilding workshop.
4. Final assessment and workshop outcome documents including final report to Metro Region Engineer, and Deputy Metro Region Engineer.

GOALS AND EXPECTED OUTCOMES

1. Assessment of the level of effectiveness of EMT members in performance, communication protocols, and behavioral practices for strong leadership.
2. Assessment of other Region staff members as identified by EMT members.
3. Development of improvement plans for enhanced EMT success.
4. Development of workshops focusing on working relationships, expectations, and team accountability within EMT, select Metro Region staff, and the I-75 and I-94 mega-project teams
5. Recommendations for performance appraisals/staffing changes based on performance indicators and quality leadership attributes

PROPOSAL REQUIREMENTS:

1. RFP Response: In order to be considered for selection, Consultants must submit a complete response to this RFP in accordance with requirements of form 5100B.
2. Proposal Preparation:
 - a. All information requested should be submitted. Failure to submit all information requested may result in MDOT requiring prompt submission of missing information and/or giving a lowered evaluation of the proposal. Proposals which are substantially incomplete or lack key information may be rejected by MDOT.
 - b. Proposals should provide a straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be placed on completeness and clarity of content.
 - c. Proposals should be organized in the order in which the requirements are presented in the RFP. All pages of the proposal should be numbered. Each paragraph in the proposal should reference the paragraph number of the corresponding section of the RFP. The proposal should contain a table of content which cross-references the RFP requirements. Information which the Consultant desires to present that does not fall within any of the requirements of the RFP should be inserted at an appropriate place or be attached at the end of the proposal and designated as additional material. Proposals that are not organized in this manner risk elimination from consideration if the evaluators are unable to find where the RFP requirements are specifically addressed.

SPECIFIC PROPOSAL INSTRUCTIONS:

Consultants are required to submit the following items as a complete proposal in the following Section format:

Understanding of Service:

1. The Understanding of Service section should describe the Consultant's Specific Plans or Methodology to Perform the Services:
 - a. A written narrative clearly explaining proposed general and technical approach to ensure the timely and comprehensive delivery of quality services related to those described in the Project Description.
 - b. Consultant's approach which characterizes the ability to work successfully with MDOT. Provide an overview of your approach or approaches to:
 - i. Conducting staff interviews
 - ii. Identify performance and communication gaps
 - iii. Providing recommendations for improvement
 - iv. Business process for team building workshops and alignment
 - v. Any proposed innovations

Organizational Chart:

1. Provide an organization chart of your firm that shows the key individuals' placement within the firm

Qualifications of Team:

1. The Qualifications of Team section shall contain the following:
 - a. Describe three (3) projects related to the lines of work described in this RFP:
 - i. Choose examples representative of your company's abilities and experience
 - ii. For each project, include a summary of results, such as cost, cycle time savings, or improved customer satisfaction
 - iii. Provide descriptions of implemented recommendations, including hard (direct) and soft (indirect) savings, other benefits, and length of time to actually implement
 - iv. Relate these projects to the types of methods used, and what is proposed for this project
 - v. Provide names and contacts for each project listed
 - b. Consultant's Key Personnel Qualifications and Experience:

Consultants shall provide a written narrative specifying the key individuals who will provide services under this contract including any proposed Subconsultants and/or partners. The narrative shall identify key personnel who will be committed and would provide day-to-day services in performance of this contract.

Classification	Description	Required Minimum Qualifications
Team Building Consultant Instruction and facilitation	Consultant who directly works with clients in assessing team needs and facilitating team-building exercises and activities.	<ul style="list-style-type: none"> - Bachelor's degree - Five (5) years Team Building facilitation of behavior based collaboration in private sector or governmental environments (e.g., city, county, state, or federal government)

Provide the following information about the key personnel:

- a. A two page resume of all key personnel who will be proposed to work on this contract, describing qualifications, specialized certifications and related experience.
- b. Specific project team member's names, qualifications and experience and description of the role each key individual will play in providing services to MDOT under the Consultant's proposal.
- c. List Subconsultant's proposed key individuals, if any, that your firm intends to utilize in performing this contract. Describe the portions of work they will be performing, their experience and qualifications.

SCORING CRITERIA – Total Points 130

1. Understanding of Service – 40 points
Describe your understanding of the service to be provided

2. Qualifications of Team – 30 Points
Describe your team and the roles of key personnel. Provide resumes of key personnel

3. Past Performance – 20 points
Provide references and examples of similar work performed.

4. Price - 35 points
CSRT approved formula: $\text{Low Bid/Bid} * \text{Points Assigned}$
Completed bid sheet required
(Price must be at least 25% of overall points assigned)

5. Location – 5 points
Indicate percentage of work that will be performed in Michigan

<u>Percentage of Work to be done in Michigan</u>	<u>Score</u>
95% to 100%	5
80% to 94%	4
50% to 79%	3
25% to 49%	2
10% to 24%	1
Less than 10%	0

AWARD

1. MDOT will select one Consultant deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors. MDOT may cancel this Request for Proposals or reject proposals at any time prior to an award, and is not required to furnish reasons why a particular proposal was not deemed to be acceptable or selected.
2. The award document will be a contract incorporating by reference all the requirements, terms, and conditions of the solicitation and the Consultant's proposal as negotiated.

Section 2

CONSULTANT PAYMENT - Milestone:

Compensation for this project shall be on a **milestone** basis. Compensation shall be divided into payments for the completion of a portion of the services (deliverables). An example would be:

Delivery of Part 1, and Part 2 plans and workshop exercise documents.	10%
Conducting the Staff Assessments and Analyses	25%
Conducting the Team Building workshop(s)	35%
Delivery of draft final products including outcomes, action plans, and recommendations.	20%
Delivery of Final products including outcomes, action plans, and recommendations. Final Project Report/Sponsor Sign-off	10%
Total:	100%

The MDOT Project Manager may authorize payment if a milestone is delayed due to circumstances beyond the Consultant's control.

All billings for services must be directed to the Department and follow the current guidelines. Payment may be delayed or decreased if the instructions are not followed.

Payment to the Consultant for Services rendered shall not exceed the maximum amount unless an increase is approved in accordance with the contract with the Consultant. Typically, billings must be submitted within 60 days after the completion of services for the current billing. The final billing must be received within 60 days of the completion of services. Refer to your contract for your specific contract terms.

GENERAL ORGANIZATION INFORMATION

REQUIRED RESPONDENT INFORMATION

Please provide the following required respondent information. Failure to respond to each requirement may disqualify the respondent from further participation in this RFP.

RESPONDENT NAME AND ADDRESS: Provide name, address, principle place of business, telephone number of legal entity with whom the contract is to be written, and the web page address.

Name and Title:		
Address:		
City, State, Zip:		
Phone:	()	Facsimile: ()
Web Page:		

LOCATION ADDRESS

Address:	
City, State, Zip:	

ORGANIZATION AND YEAR:

Please provide the legal status and business structure (corporation, partnership, sole proprietorship, etc.) of the respondent and the year the entity was established.

Status:		Year:
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RFP CONTACT:

Please provide the following information of the respondent's RFP contact:

Name and Title:		
Address:		
City, State, Zip:		
Phone:	()	Facsimile: ()
Web Page:		

Bid Sheet

All entries on this page must be handwritten in ink or computer generated. This page provides for costs by payment category. This is provided as an example. Priced proposal costs will be required after selection, in accordance with the MDOT Priced Proposal Guidelines ([Guidelines](#)).

PROJECT DESCRIPTION:

Staff/Classification	Person # Hours	Loaded Hourly Rate	Labor Cost
<i>Ex Employee/Classification</i>	<i>100</i>	<i>\$23.25</i>	<i>\$2,325.00</i>

TOTAL ESTIMATED LABOR: \$ _____

ESTIMATED DIRECT EXPENSES: \$ _____
(Listed by item at estimated actual cost)

TOTAL BID PRICE: \$ _____

Consultant Name:
Consultant Address:
Date:
Authorized Signature: