

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 p=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) (No Resumes)	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 only for firms not currently prequalified with MDOT)

(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” and “Guideline for Completing a Low Bid Sheet(S)*, if a low bid is involved as part of the selection process. **Reference Guidelines are available on MDOT’s website under Doing Business > Vendor/Consultant Services >Vendor/Consultant Selections.**

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, if overhead is not audited, 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 firms not currently prequalified with MDOT
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Qualifications 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.) See Bid Sheet Instructions below for additional instructions.

BID SHEET INSTRUCTIONS

Bid Sheet(s) must be submitted in accordance with the “Guidelines for Completing a Low Bid Sheet(s)* (available on MDOT’s website). 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**

Office of Operations Administrative Services (OAS)

CONTROL SECTION(S): N/A

JOB NUMBER(S): N/A

LOCATION: Central Lansing Office

WORK DESCRIPTION:

The Consultant will provide business support and solutions to assist in the coordination and facilitation of the office's multi-disciplinary functions; provide project and program management and support for the office's business systems, core competencies, and functions; and take the lead in coordination and compilation of business needs deliverables with the management team for alignment across diverse functional areas.

The consultant activities will consist of reviewing, compiling, organizing, analyzing, documenting, and making recommendations in regards to business needs analyses and assessments, project coordination and collaboration; and activity, accomplishment, and performance reporting. In performing business needs analyses and assessments, the consultant is to identify, analyze, address, and monitor risks related to business technology needs and department-wide functions under the umbrella of the Office of OAS; evaluate, determine, and address needs and gaps on actual conditions to correct deficiencies, improve current performance, and ensure alignment of operational and performance improvement needs as it relates to the business objectives of the Office of OAS.

ANTICIPATED START DATE: May 18, 2015

ANTICIPATED COMPLETION DATE: May 18, 2018

PRIMARY PREQUALIFICATION CLASSIFICATION: N/A

SECONDARY PREQUALIFICATION CLASSIFICATION: N/A

DBE REQUIREMENT: N/A

MDOT PROJECT MANAGER:

Sonja J. Scheurer, State Office Administrator
Region/Bureau/Office: Office of Operations Administrative Services
Address: 425 W. Ottawa, 1st Floor Van Wagoner Building
Lansing, Michigan 48909
Phone: (517) 373-0315
E-mail: scheurers@michigan.gov

The Consultant shall contact the Project Manager prior to beginning any work on this project.

BACKGROUND INFORMATION:

The primary responsibility of the Office of Operations Administrative Services (OAS) is administrative and operational support of Highway Operations statewide. This includes Highway Operations Executive, Regions, Lansing Highway Bureaus and Divisions (Operations Field Services, Construction Field Services, Design, and Development Services), Office of Business Development, and the Office of OAS. The core areas of responsibility are the administrative and operational budget as well as audit liaison functions for Highway Operations statewide and also department-wide for fleet and facilities administration and operations and workforce programs, including the department's Co-op Program, the department's Youth Development and Mentoring Program, and the department's federally funded training, development, and recruitment programs.

GENERAL INFORMATION:

The Michigan Department of Transportation (MDOT) seeks a qualified firm to provide the task and deliverables identified.

Any questions relative to the scope of services must be submitted by e-mail to Sonja J. Scheurer, MDOT Project Manager, at Scheurers@michigan.gov. Questions must be received 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 Web site as soon as possible after receipt of questions, and at least three (3) days prior to the RPF due date deadline. The names of consultants submitting questions will not be disclosed.

MDOT RESPONSIBILITIES:

The Project Manager shall furnish to the Consultant all project-specific information and/or data as deemed necessary by MDOT for the Services required herein.

MDOT shall provide general monitoring and quality auditing inspection of the project to assure that the work performed to date by the Consultant for services rendered is reasonable and appropriate before approving the Consultant's requests for progress payments.

CONSULTANT RESPONSIBILITIES:

In performing project and program management, the consultant is to review, evaluate, assess, and make recommendations as to how cost, schedule, and scope is incorporated into Office of OAS projects; provide support, coordination, and program management for Office of OAS department-wide business systems; and review, evaluate, and make recommendations regarding existing and proposed conditions and initiatives.

Consultant responsibilities include project administration, planning for arranging meetings with MDOT staff, and timely preparation and delivery of reporting out on tasks and deliverables.

The Consultant shall furnish all services and labor necessary to conduct and complete the services described herein.

The Consultant's principal contact with the Department shall be through the designated Project Manager.

The services described herein are financed with public funds. The Consultant shall comply with all applicable Federal and State laws, rules, and regulations.

Meetings: Arrange and conduct conferences and meetings as required to carry out the services, or as may be required by the Project Manager.

Progress Reports: Provide detailed progress reports on a monthly basis to be received by the Project Manager. Progress reports will include personnel time.

Progress Schedule: Notify the Project Manager of any anticipated requests for extensions of time.

Staff Reductions: Withdraw of any personnel or halt any services no longer required at the request of the MDOT, or within a reasonable time after the lack of need becomes apparent to the Consultant or the Project Manager.

Reports/Deliverables: Consultant will provide printed copies of reports/deliverables as required for meetings with MDOT. Consultant will provide hard and electronic copies of all reports/deliverables prior to each meeting in sufficient time for MDOT review.

Deliverables

- Task 1: Compile and evaluate OAS technology (hardware and software) needs.
- Monitor, track, and report on all technology commodities and software delivered to Office of OAS.
 - Validate procurement requests and ensure they satisfy business needs.
 - Ensure procurement requests are charged to the appropriate funding sources.
- Task 2: Analyze technology business needs and provide recommendations for modification and improvement. Represent the Office of OAS on the Operations Information Technology Team and any pertinent business technology teams and initiatives.

- Task 3: Evaluate, track, and record software needs. Coordinate with the OAS managers and staff as well as the Department of Technology Management and Budget to ensure on-time procurement and license renewal of software.
- Task 4: Monitor, track, and analyze assets assigned to the Office of OAS. Liaise with other entities of the department and the Department of Technology, Management and Budget to ensure compliance with standards and policies.
- Task 5: Complete a SWOT analysis for the facilities administration and operations engineering and technical function. Document the following:
- Business advantages in terms of services provided.
 - Gaps and/or shortfalls in products or services.
 - Resources and tools that could be utilized to improve services.
 - Obstacles negatively impacting services.
- Task 6: Complete a risk assessment for the facilities administration and operations maintenance function.
- Analyze report of the facilities maintenance work orders received and executed taking into consideration cost, work orders volume, trade, business unit, and completion time.
 - Identify and list key issues and suggested remediation actions.
 - Develop an action plan to implement remediation actions.
 - Issue recommendations on partnership opportunities and work activities to be performed in-house and outsourced.
- Task 7: Assess and make recommendations with respect to project and program management activities for work undertaken by the OAS Facilities Administration and Operations engineering, technical, and maintenance areas:
- Provide an assessment report on the current state (“as-is”) of the project management environment within the facilities area.
 - Develop the mapping of the “to be” process for facilities projects that describes the future and desired state.
 - Develop standardized project documents such as templates, forms, and project checklists.
 - Develop a guide with a road map to managing facilities project activities, tasks, and deliverables including project sizing.
 - Develop a training manual for management of the department facilities projects.
 - Identify risks and mitigation actions in relation to the department Facilities projects lifecycle process model.
 - Conduct risk sessions.
 - Identify and document risks.
 - Evaluate and prioritize risks.
 - List mitigation actions.
 - Update and maintain the risk profile.

- Review, assess, and coordinate initiatives related to statewide optional use, as needed contracts in the facilities arena.

Task 8: Provide business support for the department’s existing facilities systems and databases. Coordinate and facilitate the documentation of business needs and capabilities of a comprehensive facilities management system.

- Review and assess existing systems and databases. Identify the business objectives and document the current issues and challenges.
- Conduct a needs analysis.
 - Conduct interviews with key stakeholders.
 - Review existing tools.
 - Document existing processes (work flow and information flow).
 - Document how the business objectives will be met.
- Provide recommendations as to the purpose, objectives, and business needs that a new system would satisfy to enable effective and efficient management of department facility assets and systems.

Task 9: Provide business support for the department’s Co-op System. Identify the impact of needed modifications, business rule changes, and implications on the Co-op System.

- Assist the Co-op Program Coordinator in conducting an impact analysis on the current process.
- Identify and compile needs and make recommendations for improvement and/or resolution.
- Liaise with the department technology teams to ensure the business requirements are understood and met.
- Perform analysis of program information and make recommendations on establishing a measurement baseline for performance metric data.

Task 10: Provide business support for the department’s Youth Development and Mentoring Program System. Perform a quantitative and qualitative assessment, and develop a gap analysis that includes mitigation actions.

- Document the current state of the YDMP information and data elements manually collected by MDOT Highway Operations entities. Analyze and compare current information against program state and federal requirements.
- Identify and document the business objectives that the YDMP needs to achieve.
- Analyze and document the current process of the YDMP.
- Identify and detail actions and suggestions to bridge the gaps.
- Develop an action plan and assist the statewide YDMP Coordinator with the execution.
- Identify quantifiable outputs and develop measurements, and propose benchmarks and targets against which results can be scored.

Task 11: Provide business support and facilitation for the department’s fleet management system. Assist in developing recommendations on the Fleet Management System

capabilities to capture multiple sources of inventory and operational fleet information.

- Evaluate, analyze, and make recommendations to support the data collection of physical assets.
- Review, evaluate, and make recommendations for standardization and consistency of fleet specifications and contracting.
- Identify performance metric solutions to assist with the physical inventory and condition assessment of assets.

EVALUATION AND SELECTION PROCESS:

Evaluation: Proposals will be evaluated and scored using the MDOT Consultant Selection Process, Best Value Method. The Best Value Method scores proposals from interested Consultants using the following criteria:

1. Understanding of Services	25 points
2. Relevant Past Performance	20 points
3. Qualifications of Team	25 points
4. Price	25 points
5. Location	5 points
Total Possible Points	<u>100 points</u>

Selection: The Selection Team will consist of representatives from MDOT. The Selection Team will use the criteria above to score each Consultant with the highest score resulting in selection to perform work.

SCORING CRITERIA AND PRICED PROPOSAL SUBMISSION INFORMATION

Each proposal should include a narrative response to the following evaluation and selection criteria:

1. Understanding of Services – Describe your understanding of the services required. The Selection Team will look for the Consultant’s understanding of the scope of services being requested primarily through the Consultant’s approach to the project, their proposed plan of work, and the ability to deliver within the time frame of the RFP.
2. Relevant Past Performance – This should include the firm’s past work experience within the last five years as it relates to the deliverables in this scope. Detailed explanations and examples of the firm’s past relevant work experience should be provided. The consultant should include only the experience of the personnel assigned to this project, as well as each person’s time dedicated to the project. Examples of relevant work experience for individual team members should also be included. Please provide references from similar projects. Each reference should include the organization, contact name, telephone number, e-mail address, and description and outcome of the work performed.
3. Qualifications of Team – Describe the firm’s qualifications and experience. Include any anticipated subcontractors, if any, and their information. The proposal should clearly identify individual members of the team who will be working on this project, including the team leader and principal point of contact, if different. Include each team member’s amount of time dedicated to the project. A résumé for each team member should be included in the attachments. An organizational chart for the firm should also be provided in the attachments.
4. Price – After scoring the proposal with the above items (1-3), the priced proposal will be scored using the following equation: $[\text{low bid}/\text{bid}] \times 25 = \text{Points}$. A completed bid sheet is required.
5. Location – List the percentage of work that will be performed in Michigan.

The Selection Team may cancel this Request for Proposals or reject proposals at any time prior to an award, and is not required to furnish a statement of the reason why a particular proposal was not selected.

Awards are contingent on availability of funds.

MDOT may cancel this Request for Proposals or reject proposals at any time prior to an award, and is not required to furnish a statement of the reason why a particular proposal was not selected. MDOT may also request that key tasks of the study be deleted or added to match budgetary objectives.

PROPOSAL SUBMITTALS AND REQUIREMENTS:

1. Consultants are required to submit the proposal and all attachments electronically. The proposal should be limited to 7 pages, plus attachments.
2. The proposal should have, at a minimum, the following sections and information:
 - a. Cover Letter – Addressing the firm’s general background and expertise, its ability to complete the project within the time frame, and assurance of the availability of staff resources.
 - b. Work Plan – Provide a detailed description of specific activities, timelines, and deliverables that will be provided as described in the “Scope of Services” section.
 - c. Response to Evaluation and Selection Process – A detailed narrative response to selection criteria listed in the “Evaluation and Selection Process” section.
 - d. Project Management Plan – A project management plan should document the procedures and processes that are in effect to provide timely information to the project decision makers to effectively manage the scope, costs, schedules, quality of, and the Federal requirements applicable to, the project; and the role of the agency leadership and management team in the delivery of the project.
 - e. Contact Person – Provide the name, address, e-mail, telephone, and fax numbers for the lead person authorized to enter into a contractual agreement and answer questions related to the proposal.

CONSULTANT PAYMENT – LOADED HOURLY RATE:

Compensation for this contract shall be on a fixed, fully loaded hourly rate basis by classification and employee. The loaded rate will include all costs and fees other than direct costs, as discussed below. Costs included in the fully loaded hourly rate include the hourly labor rate, overhead, and fixed fee by classification and employee. Direct costs, including Sub-Consultant direct costs, may be proposed and authorized, if necessary.

All billings for services must be directed to MDOT and follow the current guidelines. Payment may be delayed or decreased if the instructions are not followed. All billings must follow MDOT requirements set forth to maintain the record.

Payment to the Consultant for services rendered shall not exceed the maximum amount authorized 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.

Authorized direct expenses will not be paid in excess of that allowed by MDOT for its own employees in accordance with the State of Michigan’s Standardized Travel Regulations.

Supporting documentation must be submitted with the billing for all eligible expenses on the project.

The Consultant shall provide a statement of typical billing rates and typical direct costs for this type of service.

INVOICING MDOT:

Payment will be made on each properly submitted invoice.

All invoices/bills must be submitted within 60 days of the last date of services being performed for that invoice.

Invoices/billings to the Department shall not be more frequent than monthly.

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:

Classification	Person Hours	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 SUBCONSULTANTS: \$ _____

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

TOTAL BID PRICE: \$ _____