

DEPARTMENTAL INPUT
CONTRACT/PROJECT MEASURE ANALYSIS AND RECOMMENDATION

Rev 1

☐ New contract ☐ OTR ☐ CO ☐ SS ☐ BW ☐ Emergency

Previous Contract/Project No.
RFP739

☐ Re-Bid ☒ X Other
WOPR for
RTQ-00313

LIVING WAGE APPLIES: __YES __NO

Requisition/Project No: WOPR-EPPRFP-00313-03
Requisition/Project Title: ASD Standard Operating Procedures Analysis

TERM OF CONTRACT: 1 year with 0 three-year options-to-renew

Description The objective of this project is to analyze the current processes and streamline and improve ASD's Standard Operating Procedures related to Kennel, Clinic and Customer Service Operations, taking into account the operating environment of the recently opened Pet Adoption and Protection Center.

The revised SOPs should be technically accurate, complete and clear and should reflect efficient and effective operational practices. Policy statements should be simple and clear, incorporating diagrams and illustrations included, whenever possible. The written policies must not discourage the employee from using their own judgment when searching for a solution, unless otherwise indicated. The format utilized should be easy to use and edit, and transferable to a training environment.

User Department(s): OMB
Issuing Department OMB

Contact Person: Amy Horton-Tavera

Phone: 305-375-4647

Estimated Cost: \$200,000

Funding Source: General Funds

REVENUE GENERATING:

ANALYSIS

Commodity/Service No: 91875 Management Consulting

SIC:

Trade/Commodity/Service Opportunities

Contract/Project History of Previous Purchases For Previous Three (3) Years
Check Here if this is a New Contract/Purchase with no Previous History

EXISTING

2ND YEAR

3RD YEAR

Contractor:

Small Business Enterprise:

Contract Value:

Comments:

Continued on another page (s): Yes No

RECOMMENDATIONS

SBE	Set-Aside	Sub-Contractor Goal	Bid Preference	Selection Factor
		%		
		%		
		%		
		%		

Basis of Recommendation:

Signed: Caroline Burgos

Date to SBD: 2/27/2017

Date Returned to PM:

**MANAGEMENT ADVISORY CONSULTING SERVICES (MACS) POOL
WORK ORDER PROPOSAL REQUEST EPP-WOPR No. XXX_XXX**
ISSUED THROUGH THE EXPEDITED PURCHASING PROGRAM (EPP)

REVISION OF STANDARD OPERATING PROCEDURES

(For Pool Members Eligible in the MACS Pool)

Issued by the Internal Services Department, Procurement Management Division
FOR
Animal Services Department (ASD)

**PROPOSALS ARE DUE BY E-MAIL NO LATER THAN
December 2, 2016 at 6:00PM local time**

TO THE COUNTY CONTACT FOR THIS SOLICITATION:
Caroline Burgos, Procurement Contracting Officer
Telephone: (305) 375-2037
E-mail: Caroline.Burgos@miamidade.gov

GENERAL INFORMATION

All proposals received prior to the proposal submittal deadline shall be accepted as timely submitted. The circumstances surrounding all proposals received after the proposal submittal deadline will be evaluated by the Internal Services Department's (ISD), Procurement Management Division, in consultation with the County Attorney's Office to determine whether the proposal will be accepted as timely. The responsibility for submitting a proposal on or before the stated time and date is solely and strictly the responsibility of the Proposer. The County will in no way be responsible for delays caused by any occurrence. All expenses involved with the preparation and submission of proposals to the County, or any work performed in connection therewith, shall be borne by the Proposer(s).

The County may, at its sole and absolute discretion, reject any and all or parts of any or all responses; accept parts of any and all responses; further negotiate project scope and fees; postpone or cancel at any time this Work Order Proposal Request (WOPR) process; or waive any irregularities in this WOPR or in the responses received as a result of this process.

ISD hereby gives notice to the members of the County's Management Advisory Consulting Services (MACS) Pool of this WOPR. Only Pool members eligible to participate in the MACS Pool may submit a proposal. Any proposals from non-members will not be considered. The selected Proposer's Pool contract, combined with this WOPR, the selected Proposer's response and an executed Work Order, will constitute the binding contractual agreement. Any changes to this WOPR will be made by addendum and sent to eligible Pool members. This WOPR is being solicited through the Expedited Purchasing Program (EPP), the County's pilot program in accordance with Ordinance 07-49 allowing for an expedited procurement process.

EXPEDITED PURCHASING PROGRAM (EPP)

Pursuant to Ordinance 07-49, the County has created a pilot program for expedited purchasing, subject to terms and conditions as outlined in Section 2-8.1.6 of the Code of Miami-Dade County. The program shall be referred to as the EPP. Due to the expedited nature of County projects issued under the EPP, participating vendors should anticipate a shortened solicitation timeline for responding. Technical, professional and legal staff may be used to determine best value as set forth in the solicitation documents without the need to utilize the formal Selection Committee process established by the County. The County Mayor's or designee's written recommendation to award a contract under the EPP shall be sufficient to commence the bid protest period and terminate the Cone of Silence. Any legislation contrary to the provisions of the EPP shall be deemed suspended or amended as necessary to give effect to the intent of this ordinance during its effective term.

**CONE OF SILENCE**

Pursuant to Section 2-11.1(t) of the Miami-Dade County Code, as amended, a "Cone of Silence" is imposed upon each RFP or RFQ after advertisement and terminates at the time a written recommendation is issued. The Cone of Silence prohibits any communication regarding RFPs, RFQs, and WOPRs between, among others:

- potential Proposers, service providers, lobbyists or consultants **and** the County's professional staff including, but not limited to, the County Mayor and the County Mayor's staff, County Commissioners or their respective staffs;
- the County Commissioners or their respective staffs **and** the County's professional staff including, but not limited to, the County Mayor and the County Mayor's staff; or
- potential Proposers, service providers, lobbyists or consultants, any member of the County's professional staff, the Mayor, County Commissioners or their respective staffs **and** any member of the respective selection committee.

The provisions do not apply to, among other communications:

- oral communications with the staff of the Vendor Services Section, the responsible Procurement Contracting Officer, provided the communication is limited strictly to matters of process or procedure already contained in the solicitation document;
- oral communications at pre-proposal conferences and oral presentations before selection committees during any duly noticed public meeting, public presentations made to the Board of County Commissioners during any duly noticed public meeting;
- recorded contract negotiations and contract negotiation strategy sessions; or
- communications in writing at any time with any county employees, official or member of the Board of County Commissioners unless specifically prohibited by the applicable RFP, RFQ, or WOPR documents.

When the Cone of Silence is in effect, all potential vendors, service providers, bidders, lobbyists and consultants shall file a copy of any written correspondence concerning the particular RFP, RFQ, or WOPR with the Clerk of the Board, which shall be made available to any person upon request. The County shall respond in writing (if County deems a response necessary) and file a copy with the Clerk of the Board, which shall be made available to any person upon request. Written communications may be in the form of e-mail, with a copy to the Clerk of the Board at clerkbcc@miamidade.gov.

All requirements of the Cone of Silence policies are applicable to this Solicitation and must be adhered to. Any and all written communications regarding the Solicitation are to be submitted only to the Procurement Contracting Officer with a copy to the Clerk of the Board. The Proposer shall file a copy of any written communication with the Clerk of the Board. The Clerk of the Board shall make copies available to any person upon request.

SCOPE OF SERVICES

The Scope of Services is provided as Attachment 1. The selected Proposer shall adhere to all other requirements, as applicable, stated in Contract RTQ-00313. In addition to those terms and conditions contained with Contract RTQ-00313, the following shall apply:

Indemnification and Insurance Requirements

Contractor shall indemnify and hold harmless the County and its officers, employees, agents and instrumentalities from any and all liability, losses or damages, including attorneys' fees and costs of defense, which the County or its officers, employees, agents or instrumentalities may incur as a result of claims, demands, suits, causes of actions or proceedings of any kind or nature arising out of, relating to or resulting from the performance of this Agreement by the Contractor or its employees, agents, servants, partners principals or subcontractors. Contractor shall pay all claims and losses in connection therewith and shall investigate and defend all claims, suits or actions of any kind or nature in the name of the County, where applicable, including appellate proceedings, and shall pay all costs, judgments, and attorney's fees which may issue thereon. Contractor expressly understands and agrees that any insurance protection required by this Agreement or otherwise provided by Contractor shall in no way limit the responsibility to indemnify, keep and save harmless and defend the County or its officers, employees, agents and instrumentalities as herein provided.

The Contractor shall furnish to the Internal Services Department / Procurement Management Services, 111 NW 1st Street, Suite 1300, Miami, Florida 33128-1989, Certificate(s) of Insurance which indicate that insurance coverage has been obtained which meets the requirements as outlined below:



- A. Worker's Compensation Insurance for all employees of the Contractor as required by Florida Statute 440.
- B. Commercial General Liability Insurance on a comprehensive basis, in an amount not less than \$300,000 combined single limit per occurrence for bodily injury and property damage. **Miami-Dade County must be shown as an additional insured with respect to this coverage.**
- C. Automobile Liability Insurance covering all owned, non-owned and hired vehicles used in connection with the work, in an amount not less than \$300,000 combined single limit per occurrence for bodily injury and property damage.
- D. Professional Liability Insurance in an amount not less than \$1,000,000 per claim.

The insurance coverage required shall include those classifications, as listed in standard liability insurance manuals, which most nearly reflect the operations of the Contractor.

All insurance policies required above shall be issued by companies authorized to do business under the laws of the State of Florida, with the following qualifications:

The company must be rated no less than "A-" as to management, and no less than "Class VII" as to financial strength, by Best's Insurance Guide, published by A.M. Best Company, Oldwick, New Jersey, or its equivalent, subject to the approval of the County Risk Management Division.

or

The company must hold a valid Florida Certificate of Authority as shown in the latest "List of All Insurance Companies Authorized or Approved to Do Business in Florida" issued by the State of Florida Department of Financial Services.

NOTE: CERTIFICATE HOLDER MUST READ:

**MIAMI-DADE COUNTY
111 NW 1ST STREET
SUITE 2340
MIAMI, FL 33128**

SUBMITTAL REQUIREMENTS

In response to this WOPR, provide the completed Proposal Submittal (Attachment 2), and Price Proposal Schedule (Attachment 3).

ANTICIPATED SCHEDULE

The anticipated schedule for this WOPR is as follows:

Solicitation Issued:	January xx, 2017
Deadline for Receipt of Questions:	February xx, 2017 @ 12:00pm local time
Proposal Due Date:	See front cover for date, time and place.
Evaluation Process:	February xx 2017
Projected Award Date:	February xx, 2017

EVALUATION CRITERIA

Responsive/Responsible proposals will be evaluated and ranked using the criteria below:

(Max. 100 points.)

1. Proposer's and subcontractor's relevant experience and past performance in related projects, including staff of subcontractors that will be assigned to provide the services

(40 pts.)



2. Proposer's technical project approach, including work plan and proposed deliverables (40 pts.)
3. Proposed price (20 pts.)

Note: The price proposal will be evaluated subjectively in consideration with the technical proposal, including an evaluation of how well the proposal matches the needs described in this WOPR, and the value of the proposed services. The pricing evaluation is used as part of the evaluation process to determine the Proposer ranking. The County reserves the right to negotiate the final terms, conditions and pricing of the WOPR as may be in the best interest of the County.

ORAL PRESENTATIONS

Upon completion of the evaluation of the criteria indicated above, rating and ranking, the Review Team may choose to conduct oral presentations with the Pool Member(s) which the Review Team warrants further consideration based on, among other considerations, scores in clusters and/or maintaining competition. Should your proposal be selected for oral presentations, an Affidavit of Lobbyist Registration for Oral Presentations will be required. Upon completion of the oral presentation(s), the Review Team will re-evaluate, re-rate and re-rank the proposals remaining in consideration based upon the written documents combined with the oral presentation.

WORK ORDER AWARD

The County may award a Work Order without any negotiations. The Review Team will evaluate, score and rank proposals, and submit the results of their evaluation with their recommendation to the County Mayor or his designee. In his sole discretion, the County Mayor or his designee may direct negotiations with the highest ranked Proposer, negotiations with multiple Proposers, or may request Best and Final Offers. Should negotiations fail with the highest ranked Proposer, the next highest ranking Proposer may be selected to enter into negotiations with the County, and so forth. All Pool members proposing will be notified in writing when the County Mayor or designee makes an award recommendation. The Work Order award, if any, shall be made to the Proposer whose proposal shall be deemed by the County to be in the best interest of the County. Notwithstanding the rights of protest listed below, the County's decision to make the award and which proposal is in the best interest of the County shall be final.

RIGHTS OF PROTEST

A recommendation for contract award or rejection of all proposals may be protested by a Proposer in accordance with the procedures contained in Sections 2-8.3 and 2-8.4 of the County Code, as amended, and as established in Implementing Order No. 3-21.

**ATTACHMENT 1 - SCOPE OF WORK****1. Background Information**

In August 2016, Miami-Dade County (County), established a Management Advisory Consulting Services (MACS) Pool (Pool) of pre-qualified firms to provide management consulting services to the County on an as-needed basis. The purpose of this Work Order Proposal Request (WOPR) is to select a firm from the Pool to review the Animal Services Department's current Standard Operating Procedures (SOPs) and recommend changes that will streamline SOPs while taking into account the operating environment of the recently opened Pet Adoption and Protection Center.

2. Overview of the Animal Services Department

The Miami-Dade County Animal Services Department (ASD) is charged with ensuring public safety, saving animal lives, and operating the only public animal shelter in Miami-Dade County. Key responsibilities include promoting responsible pet ownership; providing animal adoption and pet reunification with their owners; providing pet retention services; conducting humane education services; protecting the public from dangerous dogs; investigating animal cruelty cases; picking up stray, deceased, and injured animals from the public right-of-way; and enforcing the provisions in Chapter 5 of the Code of Miami-Dade County and Chapter 828 of the Florida Statutes.

In June 2016, the Miami-Dade County's Animal Services Department (ASD) opened its new Pet Adoption and Protection Center in Doral. The new shelter is twice the size as the previous facility and incorporates numerous improvements for customers and for animal welfare. For example, dogs and cats are now housed in air conditioned space thanks to improved HVAC systems. There are also separate rooms for customers to interact with potential pet adoptees. The shelter also has dedicated play areas to promote animal health. The Center opens to the public seven days a week for adoptions, rescue, lost and found, microchipping, licensing, and vaccinations; additionally, the Department offers low-cost spay/neuter services to Miami-Dade County residents.

In FY 2016-17, the Department's operating budget was \$21 million, with 204 full time positions.

3. Project Objectives

The objective of this project is to analyze the current processes and streamline and improve ASD's Standard Operating Procedures related to Kennel, Clinic and Customer Service Operations, taking into account the operating environment of the recently opened Pet Adoption and Protection Center.

The revised SOPs should be technically accurate, complete and clear and should reflect efficient and effective operational practices. Policy statements should be simple and clear, incorporating diagrams and illustrations included, whenever possible. The written policies must not discourage the employee from using their own judgment when searching for a solution, unless otherwise indicated. The format utilized should be easy to use and edit, and transferable to a training environment.

The Department's current SOPs are comprised of approximately 120 procedures, and will be provided upon request. The table of contents, with the procedures to be reviewed highlighted, is included in Attachment 4.

4. Required Services and Deliverables**I. Project Initiation:**

The County will issue a Notice to Proceed (NTP) when the contract award requirements have been met. The selected Proposer shall participate in an in-person project planning meeting with the County. The project planning meeting will be scheduled by the County Project Manager. The project planning meeting with County staff shall take place after the award of the Work Order and issuance of the NTP.

In order to allow the County to prepare the data sources that may be required for the tasks herein, the selected Proposer shall submit a draft work plan to the County's Project Manager for review and approval at the project planning meeting. The

selected Proposer shall work closely with the County's Project Manager to finalize the work plan. The work plan should be sufficiently detailed and include timelines and monitoring procedures that will result in a successful engagement. Upon approval of the Plan of Action by the County, the selected Proposer shall commence work immediately. The Project Manager will identify key liaisons in the operating department.

The selected Proposer may be required to interact regularly with the County's Project Manager and with departmental liaisons, and may be required to update a project management team on an as-needed basis. The County's Project Manager will provide limited assistance in scheduling appointments with County staff and in providing background information.

II. Tasks and Deliverables:

The selected Proposer shall perform the following tasks and provide the following deliverables:

A) Tasks

- Meet with staff to review current processes and identify challenges and critical paths
 - It should be noted that the County is currently reviewing selected business processes and staffing issues in two ASD divisions, Kennel Operations and Veterinary Clinic. The outcome of this review may impact departmental SOPs; this information will be provided to the selected consultant.
- Draft revised SOPs. Each SOP should include, at a minimum:
 - SOP purpose
 - Impacted work units
 - Accountability for process/task
 - Any governing policy, forms, etc. (if references are external, include the URL)
 - Any assumptions and/or precautions to the user
 - Materials and equipment the user will need to complete the task/procedure, if applicable
 - Beginning criteria (what starts the process) and exit criteria (what needs to occur to end the process)
 - Primary path and any variations
 - Visual model showing the primary activity steps, exceptions and multiple roles involved in the process, where applicable.

The final product should be technically accurate, complete and clear. Policy statements should be simple and clear and should reflect efficient and effective operational practices. The written policies must not discourage the employee from using their own judgment when searching for a solution. The format utilized should be easy to use and edit and transferable to a training environment, such as online format. The SOP and visual models should be brief and simple with diagrams and illustrations included, whenever possible.

B) Deliverables

- New SOPs
- Communications / training plan to roll out new SOPs to staff

The selected Proposer shall submit an electronic copy or other approved format of the draft deliverables to the County's Project Manager for review and comment. The County's Project Manager will review the draft deliverables and provide the selected Proposer with feedback. The selected Proposer shall provide one hard copy and one electronic copy of the final reports, after incorporating County's feedback. The final reports must be returned to the County's Project Manager within five (5) business days after the County has returned the initial draft report to the selected Proposer.

5. Work Order Term



The term of the Work Order terminate upon completion shall of the project. It is anticipated that the Services will be completed within six (6) months from the date of approval on the work plan. Adequate resources should be provided to ensure completion within this timeframe. The project will be considered complete upon performance of all services and acceptance by the County of the deliverables outlined above not to exceed twelve (12) from execution of the agreement.

6. Payment Schedule

All payments are contingent upon completion of required services. Completion of the services shall be measured as fulfillment of all services required, including submission to, and final acceptance by the County of any deliverable for the action, unless otherwise negotiated.

- a) An initial payment of up to 25% of the Work Order amount, for services rendered will be made upon approval of the Plan of Action by the County's Project Manager or designee.
- b) Payment for the remainder of the Work Order term, for services rendered, will be paid upon completion, defined as the completion of assigned tasks and the acceptance of the final deliverables.

7. Optional Additional Services

The selected Proposer shall perform additional related SOP services as may be requested by the County. Additional services will be paid at the hourly rates proposed on Attachment 3 – Price Proposal Schedule.



ATTACHMENT 2 – PROPOSAL SUBMITTAL

Proposer's and Subcontractor's Experience and Past Performance

1. Describe the Proposer's past performance and experience that qualifies Proposer to perform the services as specified in Attachment 1 – Scope of Services.
Click here to enter text.
2. Describe Proposer's relevant experience with similar projects, within the past five years, including project outcomes for the clients serviced. Provide engagement summaries for at least two (2) similar projects completed by the Proposer and accepted by the client. The description should identify the following items for each project if applicable:
 - a. Client
 - b. Description of work
 - c. Total dollar value of the contract
 - d. Dates covering the term of the contract
 - e. Client contact person and phone number
 - f. Statement of whether Proposer was the prime contractor or subcontractor
 - g. Status of the contractClick here to enter text.
3. List all contracts which the Proposer has performed for Miami-Dade County and/or its municipalities. The County will review all contracts the Proposer has performed for the County in accordance with Section 2-8.1(g) of the Miami-Dade County Code, which requires that "a Bidder's or Proposer's past performance on County Contracts be considered in the selection of Consultants and Contractors for future County Contracts." As such the Proposer must list and describe all work performed for Miami-Dade County and include the following items for each project:
 - a. Name of the County department which administers or administered the contract
 - b. Description of work
 - c. Total dollar value of the contract
 - d. Dates covering the term of the contract
 - e. County contact person and phone number
 - f. Statement of whether Proposer was the prime contractor or subcontractor
 - g. Results of the projectClick here to enter text.
4. Provide information concerning any prior or pending litigation, either civil or criminal, in which the Proposer, any of its employees or subcontractors is/or has been involved, within the last three (3) years, which may affect the performance of the services to be rendered herein.
Click here to enter text.
5. If applicable, identify subcontractor(s) to be utilized on this project and describe subcontractor(s) relevant experience with similar projects.
Click here to enter text.

Key Personnel Experience/Background

6. Identify the lead individual to be assigned to this project. Provide relevant information that qualifies the key personnel to perform the services as specified in Attachment 1 – Scope of Services. Include the following:
 - Functions to be performed by the lead individual
 - Experience, training, education, professional credentials, etc.
 - Specific examples of similar projects completed by the lead individual. Include contact name, telephone number, and email address for each example cited



Resume may be provided as attachment. If the required information is included in the resume, an additional response below is not needed.

[Click here to enter text.](#)

7. Identify the Proposer's key personnel and those of the subcontractors or sub-consultants. Include the following:
- Functions to be performed by the key personnel and subcontractors or sub-consultants
 - Experience, training, education, professional credentials, etc.
 - Specific examples of similar projects completed by the key personnel and subcontractors or sub-consultants. Include contact name, telephone number, and email address for each example cited

Resume may be provided as attachment. If the required information is included in the resume, an additional response below is not needed.

[Click here to enter text.](#)

8. Describe Proposer's assurance that the key personnel described in its proposal shall be available to perform the services described, and that the Proposer has sufficient reserve personnel to adequately perform the services in the event of illness, accident, or other unforeseeable events of a similar nature. Describe Proposer's approach to ensure the availability of personnel at all times, including Proposer's contingency plan, if any.

[Click here to enter text.](#)

Note: After proposal submission, but prior to the award of any contract issued as a result of this WOPR, the selected Proposer has a continuing obligation to advise the County of any changes, intended or otherwise, to the key personnel identified in its proposal.

Technical Approach

9. Describe Proposer's recommended approach and work plan to efficiently and effectively perform the services described in Attachment 1 – Scope of Services. Describe how Proposer has applied the proposed project approach in comparable contracts.

[Click here to enter text.](#)

10. Provide a brief explanation regarding how the proposed methodology directly responds to the County's needs. Proposer may suggest an alternate set of tasks, or suggest additional tasks and deliverables to accomplish the objectives of this project. However, Proposer must provide a rationale for the alternative tasks and deliverables proposed.

[Click here to enter text.](#)

11. Provide a projected time schedule, identifying specific key tasks, deliverables and duration that comply with the requirement to meet the deadlines outlined in Attachment 1 – Scope of Services. The schedule should include a draft work plan of the activities and time line to complete each task and deliverable.

[Click here to enter text.](#)

12. Describe Proposer's ability and readiness to begin providing services as requested herein.

[Click here to enter text.](#)

13. Describe the Proposer's expectation for the level of participation of the County during the project.

[Click here to enter text.](#)

Pricing

15. Provide on Attachment 3 – Price Proposal Schedule, a flat, fixed-fee the Services as requested in Attachment 1 – Scope of Services.

16. Provide on Attachment 3 – Price Proposal Schedule, a maximum hourly rate for key personnel and any sub-consultants assigned



to this project. Hourly rates provided will be used for informational purposes only and will not be scored. Hourly rates may be used for additional, related services at the sole discretion of the County.

**ATTACHMENT 3 - PRICE PROPOSAL SCHEDULE****INSTRUCTIONS:**

The Proposer's price shall be submitted on Attachment 3 – Price Proposal Schedule and in the manner stated herein. Proposer is requested to fill in the applicable blanks on this form and make no other marks.

A. Price

The flat, fixed-price shown below is for providing all Required Services for this Solicitation as stated in Attachment 1 – Scope of Services.

Description		Proposed Price
A	Revision of Standard Operating Procedures	\$ Click here to enter text.
	GRAND TOTAL	\$ Click here to enter text.

B. Additional Services

The Proposer shall provide not-to-exceed hourly rates for all key personnel, including sub-consultants, performing additional services. At a minimum, the list should including the Proposer's Project Manager/Lead Individual, and its key personnel to be utilized. Position shown below are example titles; Proposer should modify, add or delete, as applicable. These rates may not exceed the maximum hourly rates listed in Contract No. RFQ727, Appendix B – Price Schedule.

Key Personnel and Title	Proposed Hourly Rate
Project Manager/Lead Individual	\$ Click here to enter text.
Click here to enter text.	\$ Click here to enter text.
Click here to enter text.	\$ Click here to enter text.
Click here to enter text.	\$ Click here to enter text.
Click here to enter text.	\$ Click here to enter text.
Click here to enter text.	\$ Click here to enter text.
Click here to enter text.	\$ Click here to enter text.

Notes:

- The proposed fixed price shall include full compensation for labor, material, all out-of-pocket expenses, such as travel, per diem, and miscellaneous costs and fees, which shall be incorporated in this Price Proposal Schedule, as they will not be reimbursed separately by the County.
- The price and hourly rates shall be guaranteed for the term of the contract, including any extension periods, and shall include all costs necessary to provide the services as described in this Solicitation.
- The not-to-exceed price and hourly rates shall include all costs such as, full compensation for labor, out-of-pocket expenses, such as travel, per diem, and miscellaneous costs and fees, and is incorporated in this Price Schedule, as they will not be reimbursed separately by the County.
- The positions identified in the table above shall be the same as the key positions identified in the Proposer's proposal that shall be performing the Services.
- Payments will be as indicated in Attachment 1 – Scope of Services, Section 7 – Payment Schedule.
- The County reserves the right to negotiate the final terms and conditions as may be in the best interest of the County.



ATTACHMENT 4 - Standard Operating Procedures (SOP's)
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