

PROCEDURES FOR PROCUREMENT OF PROFESSIONAL SERVICES

The following encompasses the policies of the North Jersey Transportation Planning Authority, Inc. regarding the procurement of professional services.

1. Services must be obtained through maximum free and open competition; the project specifications must be clear and unrestrictive; and the selection process should be competitive.
2. Selection process must be based on a firm's qualifications and on the proposal that is most advantageous to the project, not solely on low bid.
3. Costs for services must be fair and reasonable and comply with applicable Federal, State, Local Law and Policies and Procedures.
4. Federally approved disadvantaged business enterprises must be offered opportunities to participate.

A. General Instructions

1. The Subregions may retain the services of a consultant using one of the following methods:
 - a. Publicly advertise the availability of the Request for Proposals (RFP). Send the RFP to all respondents.
 - b. Publicly advertise a Request for Qualifications (RFQ). Based on the qualifications received, shortlist to three or more firms, and request proposals from these short listed firms.
 - c. Obtain NJDOT's list of pre-qualified consultants. Send RFPs to all appropriate consultants on the list. (No public advertisement of the RFP is required for this method.)
 - d. Obtain NJDOT's list of pre-qualified consultants. Send RFQs to all appropriate consultants on the list. Based on the qualifications received, short list (meaning send the RFP to three or more of these firms) to the selected firms, and receive proposals. (No public advertisement of the RFQ or RFP is required for this method.)
2. Prior to preparing the RFQ and/or RFP the subregions must develop consultant selection criteria that will be used by the consultant selection committee for the evaluation of each consulting firm. The consultant selection committee, comprised of a minimum of three people, one of which will be an NJTPA Central Staff member, will review and comment on the consultant selection criteria.
3. Prior to publicly distributing the RFQ and/or the RFP, the consultant selection committee must review and comment on the RFQ and the RFP.

B. Request for Qualifications (RFQ)

Generally the key activities in meeting these requirements are advertising the Request for Qualifications (RFQ), if applicable, composing the Request for Proposals (RFP) itself, and distributing the RFP to interested and qualified consultants. The advertising (see Section C, subpart 2 below) and RFQ (if utilized) determine, to a large extent, the names and number of firms that are *qualified* to perform specific kinds of work and the RFP determines the interest of the consultants and quality expected of the respondents. These steps are vital to procuring the best possible consultant services for the project.

Request for Qualifications should be used prior to Requests for Proposals, *only* when:

1. Specialized expertise is required;
2. Technology involved is innovative or experimental; or
3. Developing the scope's tasks requires specialized expertise. The significant selection factor for this effort becomes the firms' qualifications.

Short List

When an RFQ is advertised and solicited through direct mail, the Subregion's project manager for the study, having determined that the project meets the above requirements, is soliciting for responses from firms which consider themselves uniquely qualified to accomplish the innovative or experimental work. The primary reason for using the RFQ is to solidify the number of firms that may be qualified to conduct the work. After the RFQ responses are received, the project manager sends the RFP to a "short list" of ***qualified*** firms directly, without having them respond to another advertisement. An RFQ, if used, always proceeds the RFP.

C. Request for Proposals (RFP)

The RFP is the document that solicits for valid and appropriate proposals. The RFP must provide potential proposers with the specific requirements needed to have their proposals considered and evaluated. Services must be obtained through maximum free and open competition; the project specifications must be clear and unrestrictive; and the selection process should be competitive. Generally, the RFP has sets of specifications for the following: the technical proposal contents; the cost proposal contents; the firm's qualifications; and instructions for submission. The following outlines the method and purpose in developing the three elements to the RFP process: the advertisement, the instructions for the submission of proposals, and the scope of work.

1. Competitive Bid Process

There are three major elements in the solicitation of competitive proposals through an RFP:

- a. Public advertisement and solicitation notices to an adequate number of qualified firms which describe the project elements and explain how to obtain the RFP materials;
- b. The cover letter (or introduction) to the RFP which establishes proposal procedures and deadlines and describes the proposal submittal process; and
- c. The Scope of Work which defines the project and explains the expectations from the consultant in three areas: technical, firm qualifications, and costs.

All proposal evaluation factors and their relative importance shall be specified in the solicitation. A specific method shall be established and used to conduct technical evaluations of the proposals received and to determine the most qualified offeror. Award is made to the ***responsible*** offeror whose proposal is most advantageous with price and other factors considered.

All new contracting opportunities executed by the Subregion must be evaluated by a Consultant Selection Committee, comprised of at least one member of the NJTPA Central Staff, using the evaluation factors specified in its solicitation documents. After the proposals have been evaluated by the committee, the Subregion's project manager shall prepare a selection report or memorandum with the Consultant Selection Committee's recommendation for award; the memorandum shall be submitted to the committee for their review and concurrence, and shall include:

- a. the ranking of the proposals (in order of preference, at minimum the top three firms/teams should be ranked) with a recommendation to approve the selection of the top firm/team;
- b. a brief description of the scope of work and explanation of the consultant's qualifications needed to complete the work;
- c. a listing (as appropriate) of all qualified consultants that have expressed an interest in the project;

- d. a summary of the proposal evaluation and consultant selection process; and
- e. a summary of the Consultant Selection Committee's discussions, including all considerations upon which the recommendations are based.

The final selection decision shall be made by the Subregion's agency head or designated selection authority.

2. *Advertising through Print Media*

Publicizing *all* new federally funded contracting opportunities is mandated by OMB Circular A-110. Advertising in print media should be a paid ad in a wide circulation newspaper *once weekly for three weeks*. If the project is local in nature, consider using both a large circulation daily, (placement in the legal edition), and a local paper in the target area, many of which are published weekly.

The NJDOT Office of Community Involvement maintains listings of many NJ publications and upon request, will help you pinpoint the appropriate advertiser. The Star Ledger publishes RFPs on Thursdays; consultant-clipping services generally cover that issue.

Trade and association bulletins/newsletters can also be used to carry notices of RFPs. However, many of them publish only once a month, which can increase advertising lag time considerably.

a. Check List for Public Advertisements (*required items*):

- project name;
- statement that proposals are being requested;
- invitation to qualified firms to respond;
- very brief (one sentence) explanation of project and its geographic target area;
- method of obtaining the RFP (i.e., request via mail, fax, phone, and/or download from website);
- statement that federal funds are involved and that all pertinent federal regulations apply; and
- deadline for your receipt of consultant proposals.

In addition to publically advertising in print media, the RFP (and RFQ if utilized) shall also be advertised on the Subregion's website and on the NJTPA's website.

3. *Other Procurement Methods*

Occasionally, the standard competitive procurement procedures for professional services do not meet the study requirements. Any other method of soliciting proposals must have federal agency approval through the NJTPA staff, prior to its use. Other procurement methods include small purchase procedures, sealed bid procedures, and non-competitive or sole source procedures. Use of any of these methods requires approval by the NJTPA staff. Please consult the NJTPA if you need assistance in this area.

4. *Cover Letter to the RFP*

The RFP cover letter (or introduction) is intended to provide broad instructions in procedural, rather than technical matters. At a minimum, it should contain:

- a brief description of the project, including the approved title and project number, if available, of the project;
- the geographic location of the project;
- the estimated length of the project;
- the ESBE/DBE goal for the project (if applicable, see Section D below);
- format of proposal, number of copies required;
- deadline for receipt of proposal, including date, hour, location and to whom addressed; and
- contact person with contact information.

It is recommended that you reinforce the facts covered in the body of the RFP through the cover letter. In fact, such repetition for emphasis can be useful.

5. *Check List for the Technical Portion of the RFP*

- a. Numbered tasks by title and elements, either listed or in narrative form.
- b. Summary of tasks showing anticipated percentage of time and anticipated expenditures.
- c. Specific products: interim technical memorandums and final reports, including number of review drafts and final documents, charts, executive summary, final executive report and presentation, maps, electronic document and data files or other output expected, desired formats and bindings to be used, etc..
- d. Presentations that are to be made by the consultant or by someone else requiring the consultant's presence and/or participation.
- e. List all other participants in the project and describe their roles - including a stakeholder or technical advisory or steering committee, if appropriate.
- f. Designation of what the project's milestones are to be - these are generally shown in terms of weeks or months after the commencement of the consultant's work.
- g. Notice that the proposer must address all services requested in the RFP.
- h. Requirement that the consultant must designate a staff member as its project manager and must list other staff to be assigned to the project - by name, title, hourly wage rate, and estimated person-hours each per task. If the work is to be subcontracted, the consultant must specify what portion of the project will be subcontracted and also provide a list of the subconsultant's staff to be assigned to the project. Resumes of key staff shall also be provided.
- i. Indicate the degree that innovation and creativity are desired.
- j. An organization chart of all key participants and their assigned roles and responsibilities on the project.
- k. Evaluation criteria and relative weights that will be used for consultant selection.

6. Checklist for the Budget Portion of the Proposal

The budget portion of the proposal should be developed by calculating the total hours required to complete each task in the RFP. Each task identified in the Scope of Work should be budgeted separately. The hours should then be multiplied by the wage rate for each person working on each task (see attached sample budget on page 13).

a. Salary/Wages

The firm must show how this figure is computed. This is usually shown through person-hours by task. Staff time must be calculated in *hours*, rather than days. There is no specific format for submission of wage rate schedules. Most consultants are familiar with the process. Data to be included in the wage rate schedule are:

- the firm's name and the project name for which the schedule applies;
- date of submission;
- names of all employees who will work on the project, including their job title and grade (the grade classification is the one used by ASCE and is well-known among consultants);
- the requested hourly wage rates for each employee listed above;
- the effective date of the hourly wage rate; and
- the previously approved wage rate (if there is one) and its effective date.

b. Overhead (a percentage of direct salary only)

Identify method used to determine overhead rates, subject to approval by NJTPA staff.

c. Direct Non-Salary Expenses

These expenses must be itemized in the budget.

d. Fee (or profit)

This is a negotiated percentage of the sum of direct salary plus overhead, and may also include some direct expense items. Generally, the fee ranges from 10-12%. The NJTPA Staff will evaluate the basis of the fee derivation and will recommend whether the fee is considered reasonable and acceptable.

e. The length of time that the cost appraisal is considered valid or "in effect". Generally the minimum time frame is 6 months.

NOTE: The above information is also required to be shown for all subconsultants proposed to be utilized for the project.

7. Checklist for Additional Information Portion of the RFP

This is the section of the RFP in which detailed instructions are given. Check the RFP against the cover letter to be sure all items are covered, including the following:

- a. Estimated length of the project in days, including estimated start date.

- b. Stipulation for the proposer to certify the availability and commitment of the consultant's professional and technical staff during the life of the project.
- c. Type of contract. Generally, the contract will be a negotiated, cost-plus direct expense agreement. In some cases, a "fixed price" (lump sum) contract will be appropriate. The NJTPA Central Staff approval is required before a fixed fee contract can be negotiated. The lump sum is acceptable in those contracts where the extent, scope, complexity, character, and duration of a study are well defined. Contracts with educational institutions and small contract awards (less than \$1,000) are usually handled as lump sum contracts. The lump sum price must be supported by a detailed estimate showing direct cost, indirect cost, overhead, and net fee for profit.
- d. The consultant selection criteria and the relative weight of importance assigned must be provided.
- e. Stipulation of the proposer's commitment to maximize business opportunities available to disadvantaged and emerging small business enterprises (DBE/ESBE). Please refer to the following section (Section D below) on DBE/ESBE participation for more information on this subject.
- f. Certification of insurance coverage required. Professional liability insurance waivers may be approved under special circumstances. Generally, waivers can be considered only when the project creates a very low risk for implementation to the NJTPA. Generally, the coverages should be as follows:
 - 1) Workers Compensation in statutory amounts and Employers Liability Insurance of not less than \$1 million.
 - 2) Commercial General Liability with combined single limits for bodily injury and property damage of not less than \$1 million per occurrence and \$2 million aggregate. NJTPA and its affiliated organizations must be named as additional insured on such policy.
 - 3) Automobile Liability with bodily injury limits of at least \$500,000 per person and \$2 million per accident and property damage limit of at least \$500,000 per accident. NJTPA and its affiliated organizations must be named as additional insured on such policy.
 - 4) Consultants' Errors and Omissions, endorsed to include the scope of work contemplated by the RFP, in amount of not less than \$1 million per claim with an unlimited reporting period.

The coverages must be maintained in force throughout the term of the project.
- g. Estimated time frame and method to be used in notifying a firm of the acceptance or rejection of its proposal.
- h. Whether in-person presentations are to be required.
- i. Details of delivery deadline, if not covered previously, such as:
 - to whom the proposal is to be addressed;
 - how it is to be delivered (by hand, mail express, etc.);
 - exact location for delivery (office, mail room, etc.);
 - deadline date and hour for receipt of proposals (i.e. noon, 4 p.m., etc.);
 - proposal format details (i.e. double sided pages, min. font size, max. # of pages);
 - how pages are to be numbered;

- parts bound together or separately;
- type of binding (if pertinent) and any attachments required;
- number of copies (depends on number of members on technical evaluation committee/preliminary consultant selection committee).

SUGGESTION: Have several other people review your draft RFP to confirm its clarity and completeness.

D. Disadvantaged Business Enterprise and Emerging Small Business Enterprise Participation

A federal requirement that must be addressed is the mandated Disadvantaged Business Enterprise participation program.

The consultant contract is subject to Title 49, Part 26, Code of Federal Regulations (49 CFR 26) entitled "Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs." In order to ensure The State of New Jersey Department of Transportation (NJDOT) achieves its federally mandated statewide overall DBE goal, the NJTPA encourages the participation of Disadvantaged Business Enterprises (DBE) or Emerging Small Business Enterprises (ESBE), as defined below, in the performance of consultant contracts financed in whole or in part with federal Funds. **For studies drawing on federal funding under a NJTPA grant, the DBE/ESBE participation goal shall be at minimum 15.6%.**

The NJTPA has a long-standing commitment to maximize business opportunities available to DBEs and ESBEs. The consultant's contract is subject to all federal, state, and local laws, rules, and regulations, including but not limited to, non-discrimination in employment and affirmative action for equal employment opportunity. The consultant's contract obligates the consultant to aggressively pursue DBEs and ESBEs for participation in the performance of contracts and subcontracts financed in whole or in part with Federal funds. The consultant cannot discriminate on the basis of race, color, national origin, or sex in the award and performance of federally assisted contracts. Prior to the award of a consultant contract, the consultant must demonstrate sufficient reasonable efforts to utilize DBE/ESBE firms.

Disadvantaged Business Enterprise

A Disadvantaged Business Enterprise (DBE) is defined in 49 CFR Part 26 and FTA C 4716.1A, as "a small business concern (from Section 3 of the Small Business Act), which has met the following criteria and has obtained certification as a DBE by NJDOT, NJ Transit or Port Authority of New York New Jersey:

1. at least 51 percent owned by one or more 'socially and economically disadvantaged' individuals, or in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more 'socially and economically disadvantaged' individuals; and
2. whose management and daily business operations are controlled by one or more of the 'socially and economically disadvantaged' individuals who own it.

'Socially and economically disadvantaged' is defined as individuals who are citizens of the United States (or lawfully permanent residents) and who are: "Black Americans," "Hispanic Americans", "Native Americans," "Asian-Pacific Americans", "Asian-Indian Americans", "Women" (regardless of race, ethnicity, or origin); or "Other" (disadvantaged pursuant to Section 8 of the Small Business Act).

A database of DBEs certified under the State of New Jersey's Unified Certification Program (UCP) may be found using the following webpage link:

<http://www.bipincwebapps.com/nynj/biznet/>

Emerging Small Business Enterprise

The Emerging Small Business Enterprise (ESBE) referred to herein is defined as a firm that has met the following criteria and obtained small business certification as an ESBE by NJDOT:

1. A firm must meet the criteria for a small business as defined by the Small Business Administration in 13 CFR Part 121, which includes annual receipts from all revenues, including affiliate receipts which equates to the annual arithmetic average over the last 3 completed tax years, or by the number of employees.
2. The small business must be owned by individuals who do not exceed the personal net worth criteria established in 49 CFR Part 26 which is \$750,000.

All appropriately certified DBEs fall into this definition due to their size.

The NJDOT's directory of certified ESBEs may be found on the following webpage:

<http://www.state.nj.us/transportation/business/civilrights/esbe.shtm>

Firms who wish to be considered for DBE/ESBE certification are encouraged to contact the NJDOT Office of Civil Rights directly for information on the certification process (<http://www.state.nj.us/transportation/business/civilrights/dbe.shtm>). Once a firm is certified, the federal portion of the dollar value of the contract or subcontract awarded to the DBE/ESBE is generally counted toward the applicable DBE/ESBE goal. If state matching and/or non-matching funds are also awarded to a DBE/ESBE, the total dollar value of the DBE/ESBE contract or subcontract may also be counted toward the applicable DBE/ESBE goal.

If, at any time you intend to subcontract or modify any portion of the work already under contract, or intend to purchase material or lease equipment not contemplated during the original preparation of your cost proposal, you must notify the NJTPA in writing. If, as a result of any subcontract, modification, purchase order, or lease, the actual DBE/ESBE participation rate for the consultant's contract is in danger of falling below the agreed upon DBE/ESBE participation, then a request must be made for a DBE/ESBE Goal Exemption Modification through the NJTPA's Program Manager.

DBE/ESBE Participation Documentation

Disadvantaged Business Enterprise/Emerging Small Business Enterprise (DBE/ESBE) participation is an important goal of the NJTPA. The Consultant must demonstrate sufficient reasonable efforts to meet the DBE/ESBE contract goals as identified herein. Consultants can meet this requirement in either of two ways. First the prime consultant can meet the goal, documenting commitments of participation by DBE/ESBE firms sufficient for this purpose. Second, if a consultant does not meet this goal, they must document and demonstrate to the NJTPA's satisfaction that they made adequate good faith efforts to do so as further described below.

To demonstrate compliance with the goal in their proposals consultants should include:

1. the names and addresses of each DBE/ESBE that will participate in the contract;
2. the description and estimated fee or dollar amount of the work each DBE/ESBE will perform;

3. written documentation of the prime consultant's commitment to use each DBE/ESBE in the contract whose participation it submits to meet the goal; and
4. written confirmation from each DBE/ESBE that it is participating in the contract as provided in the prime consultant's commitment.

The prime consultant must document, in writing, all of the steps that led to any selection of the DBE/ESBE firm(s).

Good Faith Efforts

If the contract goal is not met by the apparent successful consultant, evidence of good faith efforts must be presented to the NJTPA for consideration.

To demonstrate sufficient reasonable efforts to meet the DBE or ESBE contract goals, a consultant shall document the steps it has taken to obtain DBE or ESBE participation, including but not limited to the following efforts.

1. Attendance at an information meeting, if any, to inform the DBEs or ESBEs of prime contracting and subcontracting opportunities under a given solicitation.
2. Advertisement in general circulation media, trade association publications, and small business publications for at least 20 days before proposals are due. If 20 days are not available, publication for a shorter reasonable time may be acceptable.
3. Written notification to DBEs or ESBEs that their interest in the contract is solicited.
4. Efforts made to select portions of work proposed to be performed by DBEs or ESBEs in order to increase the likelihood of achieving the stated goal.
5. Efforts made to negotiate with DBEs or ESBEs for specific proposals including at a minimum:
 - A. The names, addresses and telephone numbers of DBEs or ESBEs that were contacted;
 - B. A description of the information provided to DBEs or ESBEs regarding the scope of work for the specified solicitation; and
 - C. A statement of why additional agreements with DBEs or ESBEs were not reached.
6. Information regarding each DBE or ESBE the contractor contacted and rejected as unqualified and the reasons for the contractor's conclusion.
7. Efforts made to assist the DBE or ESBE in obtaining bonding or insurance required by the contractor.

NOTE: If the NJTPA determines that the apparent successful contractor has failed to meet the requirements of this section, the contractor will be afforded the opportunity for an administrative reconsideration of that determination prior to the award or rejection of the contract. As part of the administrative reconsideration process, the contractor will have the opportunity to provide written documentation or argument concerning the issue of whether it met the goal or made adequate good faith efforts to do so. The contractor will be sent a written decision on reconsideration, explaining the basis for the finding that the contractor did or did not meet the goal or make adequate good faith efforts to do so.

E. Documentation

During the selection phase of the project, the Subregion's Project Manager must see that certain actions are recorded and certain documents are retained. These are:

1. All public advertisement data and copies of certifications of publication;
2. List of all consultants sent the solicitation letter (or email);
3. List of all responses and requests for RFP material - name of firm, date, person;
4. Log of any phone calls or visits relating to proposal, RFP, etc., by firm name, subject, who received call, date, time;
5. List of all inquiries and responses provided for the RFP.
6. Log of all proposals received, including date, firm name, name of person delivering, hour received, initials of receiving person for the subregion;
7. Number of copies;
8. Note any proposals rejected for not meeting format/delivery requirements;
9. Copies of notification letter including reason for rejection, date sent, recipients;
10. Copy of consultant selection procedures used and a list of members of Consultant Selection Committee who evaluated the proposals;
11. Copy of Consultant Selection Committee report;
12. Copies of letters of rejection of proposals;
13. Copies of letters (or emails) inviting firms to make in-person presentations;
14. Copy of notification to selected firm(s), including statement that selection is pending result of pre-award evaluation;
15. Copies of any documents pertaining to the compliance of the DBE/ESBE participation program; and
16. State of New Jersey Business Registration Certificate.

NOTE: Any firm has the right to appeal a selection action on the basis of discrimination or unfair exclusion. Program managers must notify the NJTPA *immediately* if such a protest is received.

F. Equipment Purchases

Any equipment, including office equipment, computer hardware, software and other non-expendable personal property having a useful life of one year (regardless of price), purchased by the consultant as a necessary item to carry out the work program, must be approved in advance by the NJTPA and be procured in compliance with OMB Circular A-110 (the Common Rule). This circular outlines requirements for purchased non-expendable personal property having a useful life of more than one year.

Use of federal funds requires the full documentation of the use of any equipment which is purchased or leased with federal funds. The equipment must be used solely for federally participating work. The NJTPA is also responsible for assuring that the type of equipment purchased does not exceed what is needed in order to accomplish the work outlined in the Scope. Generally, if the equipment is intended to serve a long-term benefit (beyond the life of the study) to the sponsor, the use of federal funds for procurement is discouraged. At the end of the study, the sponsor must either return the equipment purchased with federal funds to the NJTPA (as grantee) or request federal approval for continued use.

G. Letters To Incur Costs

The use of Letters to Incur Costs is restricted to those cases in which compelling circumstances dictate that work *must* be started immediately. The determination that this necessity exists is the responsibility of the NJTPA staff. If state matching funds will be required for the consultant's contract/contract modification or if the Program Manager has any doubts about the consultant accepting the legal terms and conditions of the boilerplate contract, a Letter to Incur Costs may not be appropriate. A Letter to Incur Costs can only be issued *after* the general and professional liability insurance requirements can be met. It is mandated that, if a Letter to Incur Costs is used, the negotiated consultant contract or contract modification must be executed within 90 days of its acceptance by the consultant.

A Letter to Incur Costs is generally considered a legally binding document. It allows the consultant to begin work and bill for costs. It should not be confused with a Notice to Proceed, which authorizes the consultant to begin work, but only at his own risk.

H. Draft Final Scope Of Work

The study work program should be finalized during the negotiation period, and approved by NJTPA.

The budget portion of the proposal should be developed by calculating the total hours required to complete each task in the RFP. Each task identified in the Scope of Work should be budgeted separately. The hours should then be multiplied by the wage rate for each person working on each task (see sample budget that follows). The final budget should be in the form of the following suggested format:

Budget Period

Indicate the period covered by the budget.

Salary/Wages

Indicate how figure is computed. This is usually shown through person-hours by task. Staff time must be calculated in hours, rather than days. Data to be included in the wage rate schedule are:

- the firm's name and the project name for which you are applying;
- date of submission; names of all employees who will work on the project, including their job title and grade;
- the requested hourly wage rates for each employee listed above.

Overhead (a percentage of direct salary only)

Identify method used to determine overhead rates, subject to approval by NJTPA staff

Direct Non-Salary Expenses

These expenses must be itemized in the budget.

Fee (or profit)

This is a negotiated percentage of the sum of direct salary plus overhead, and may also include some direct expense items. Generally, the fee ranges from 10-12%. The NJTPA Staff will evaluate the basis of the fee derivation and will recommend whether the fee is considered reasonable and acceptable.

Consultant Budget Form

Labor Costs	
Direct Labor*	\$
Overhead at _ %	\$
Subtotal Labor	\$
Non-Salary Direct Expenses	
Printing and Reproduction	\$
Travel & Living	\$
Telephone	\$
Postage	\$
Graphics	\$
Subtotal Non-Salary Direct Expenses	\$
Subconsultant Expenses	
Sub consultant A	\$
Sub consultant B	\$
ESBE/DBE Participant	\$
Subtotal Subconsultant Expenses	\$
Fixed Fee	\$
TOTAL	\$

- * The consultant must keep on file, and submit with invoice, the data used to generate the direct labor cost item
- ** Total subconsultant fees, including direct labor, overhead, direct expenses and fee for profit.

Firms Name:														
Employee Name	Title	Hourly Rate	Hours per Task							Total Hours	Direct Labor	Overhead %	Overhead Cost	Total Labor
			1	2	3	4	5	6	7					
Name	Vice President (P14)	\$0.00	0	0	0	0	0	0	0	0	\$0.00	0.0%	\$0.00	\$0.00
Name	Sr Engineering Mgr (P14)	\$0.00	0	0	0	0	0	0	0	0	\$0.00	0.0%	\$0.00	\$0.00
Name	Sr. Supervising Engr (P13)	\$0.00	0	0	0	0	0	0	0	0	\$0.00	0.0%	\$0.00	\$0.00
Name	Supervising Engineer (P12)	\$0.00	0	0	0	0	0	0	0	0	\$0.00	0.0%	\$0.00	\$0.00
Name	Lead Engineer (P11)	\$0.00	0	0	0	0	0	0	0	0	\$0.00	0.0%	\$0.00	\$0.00
Name	Senior Engineer (P10)	\$0.00	0	0	0	0	0	0	0	0	\$0.00	0.0%	\$0.00	\$0.00
Name	Engineer II (P9)	\$0.00	0	0	0	0	0	0	0	0	\$0.00	0.0%	\$0.00	\$0.00
Name	Engineer I (P8)	\$0.00	0	0	0	0	0	0	0	0	\$0.00	0.0%	\$0.00	\$0.00
Name	Engineering Aide III	\$0.00	0	0	0	0	0	0	0	0	\$0.00	0.0%	\$0.00	\$0.00
Name	(P14)	\$0.00	0	0	0	0	0	0	0	0	\$0.00	0.0%	\$0.00	\$0.00
Sub-Total Hours			0	0	0	0	0	0	0	0	\$0.00		\$0.00	\$0.00
											Subtotal Labor:		\$0.00	
											Fee:		% \$0.00	
											Direct Expenses:			
											Printing & Reproduction		\$0.00	
											Travel & Living		\$0.00	
											Telephone		\$0.00	
											Postage		\$0.00	
											Graphics		\$0.00	
											Subtotal Direct Expenses		\$0.00	
											Subconsultant Fees:			
											Subconsultant A		\$0.00	
											Subconsultant B		\$0.00	
											ESBE/DBE Participant		\$0.00	
											Subtotal Subconsultant Fees		\$0.00	
													Total:	\$0.00