

**SERIAL 13161 RFP MCDOT OPERATIONS ON-CALL CONSULTANT
Contract - Entellus, Inc.**

DATE OF LAST REVISION: September 11, 2014 CONTRACT END DATE: August 31, 2016

CONTRACT PERIOD THROUGH AUGUST 31, 2016

TO: All Departments
FROM: Office of Procurement Services
SUBJECT: Contract for **MCDOT OPERATIONS ON-CALL CONSULTANT**

Attached to this letter is published an effective purchasing contract for products and/or services to be supplied to Maricopa County activities as awarded by Maricopa County on **September 11, 2014**.

All purchases of products and/or services listed on the attached pages of this letter are to be obtained from the vendor holding the contract. Individuals are responsible to the vendor for purchases made outside of contracts. The contract period is indicated above.

Wes Baysinger, Chief Procurement Officer
Office of Procurement Services

NP/jl
Attach

Copy to: Office of Procurement Services
Valerie Chavez, MCDOT
Jeffrey Kramer, MCDOT



CONTRACT PURSUANT TO RFP

SERIAL 13161-RFP

This Contract is entered into this 11th day of September, 2014 by and between Maricopa County ("County"), a political subdivision of the State of Arizona, and Entellus, Inc. an Arizona corporation ("Contractor") for the purpose of providing the Maricopa County Department of Transportation (MCDOT) Operations On-Call Consultant services.

1.0 CONTRACT TERM:

- 1.1 This Contract is for a term of Two (2) years, beginning on the 11th day of September, 2014 and ending the 31st day of August, 2016.
- 1.2 The County may, at its option and with the agreement of the Contractor, renew the term of this Contract for additional terms up to a maximum of Four (4) years, (or at the County's sole discretion, extend the contract on a month-to-month bases for a maximum of six (6) months after expiration). The County shall notify the Contractor in writing of its intent to extend the Contract term at least thirty (30) calendar days prior to the expiration of the original contract term, or any additional term thereafter.

2.0 PRICE ADJUSTMENTS:

Any requests for reasonable price adjustments must be submitted sixty (60) days prior to the Contract annual anniversary date. Requests for adjustment in cost of labor and/or materials must be supported by appropriate documentation. If County agrees to the adjusted price terms, County shall issue written approval of the change. The reasonableness of the request will be determined by comparing the request with the (Consumer Price Index) or by performing a market survey.

3.0 PAYMENTS:

- 3.1 As consideration for performance of the duties described herein, County shall pay Contractor the sum(s) stated in Exhibit "A."

3.2 Payment shall be made upon the County's receipt of a properly completed invoice.

3.3 INVOICES:

- 3.3.1 The Contractor shall submit one (1) legible copy of their detailed invoice before payment(s) can be made. At a minimum, the invoice must provide the following information:

- Company name, address and contact
- County bill-to name and contact information
- Contract serial number

- County purchase order number
- Invoice number and date
- Payment terms
- Date of service or delivery
- Quantity
- Contract Item number(s)
- Description of service provided
- Pricing per unit of service
- Freight (if applicable)
- Extended price
- Mileage w/rate (if applicable)
- Total Amount Due

3.3.2 Problems regarding billing or invoicing shall be directed to the County as listed on the Purchase Order.

3.3.3 Payment shall be made to the Contractor by Accounts Payable through the Maricopa County Vendor Express Payment Program. This is an Electronic Funds Transfer (EFT) process. After Contract Award the Contractor shall complete the Vendor Registration Form located on the County Department of Finance Vendor Registration Web Site (<http://www.maricopa.gov/Finance/Vendors.aspx>).

3.3.4 EFT payments to the routing and account numbers designated by the Contractor will include the details on the specific invoices that the payment covers. The Contractor is required to discuss remittance delivery capabilities with their designated financial institution for access to those details.

3.4 CONTRACT VALUE:

The contract value of work requested during the life of this contract is unknown at this time, the least amount being zero and the maximum amount being limited to the “not to exceed” amount of the contract. The contract value may increase or decrease each year dependent on the amount of available funding, however, will be limited to no more than \$200,000 in any contract year and \$1,200,000 aggregate over the total term of the contract.

3.5 ACCEPTANCE:

Upon successful completion of the performance period, the system shall be deemed accepted and the warranty period begins. All documentation shall be completed prior to final acceptance.

3.6 FACILITIES:

During the course of this Contract, the County shall provide the Contractor’s personnel with adequate workspace for consultants and such other related facilities as may be required by Contractor to carry out its obligation enumerated herein.

3.7 TAX: (SERVICES)

No tax shall be levied against labor. It is the responsibility of the Contractor to determine any and all taxes and include the same in proposal price.

3.8 TAX: (COMMODITIES)

Tax shall not be levied against labor. Sales/use tax will be determined by County. Tax will not be used in determining low price.

3.9 DELIVERY:

It shall be the Contractor's responsibility to meet the proposed delivery requirements. Maricopa County reserves the right to obtain services on the open market in the event the Contractor fails to make delivery and any price differential will be charged against the Contractor.

3.10 STRATEGIC ALLIANCE for VOLUME EXPENDITURES (\$AVE):

The County is a member of the \$AVE cooperative purchasing group. \$AVE includes the State of Arizona, many Phoenix metropolitan area municipalities, and many K-12 unified school districts. Under the \$AVE Cooperative Purchasing Agreement, and with the concurrence of the successful Respondent under this solicitation, a member of \$AVE may access a contract resulting from a solicitation issued by the County. If you **do not** want to grant such access to a member of \$AVE, **please state so** in your proposal. In the absence of a statement to the contrary, the County will assume that you do wish to grant access to any contract that may result from this Request for Proposal.

3.11 INTERGOVERNMENTAL COOPERATIVE PURCHASING AGREEMENTS (ICPA's):

County currently holds ICPA's with numerous governmental entities throughout the State of Arizona. These agreements allow those entities, with the approval of the Contractor, to purchase their requirements under the terms and conditions of the County Contract. Please indicate on Attachment A, your acceptance or rejection regarding such participation of other governmental entities. Your response will not be considered as an evaluation factor in awarding a contract.

4.0 AVAILABILITY OF FUNDS:

4.1 The provisions of this Contract relating to payment for services shall become effective when funds assigned for the purpose of compensating the Contractor as herein provided are actually available to County for disbursement. The County shall be the sole judge and authority in determining the availability of funds under this Contract. County shall keep the Contractor fully informed as to the availability of funds.

4.2 If any action is taken by any state agency, Federal department, or any other agency or instrumentality to suspend, decrease, or terminate its fiscal obligations under, or in connection with, this Contract, County may amend, suspend, decrease, or terminate its obligations under, or in connection with, this Contract. In the event of termination, County shall be liable for payment only for services rendered prior to the effective date of the termination, provided that such services are performed in accordance with the provisions of this Contract. County shall give written notice of the effective date of any suspension, amendment, or termination under this Section, at least ten (10) days in advance.

5.0 DUTIES:

5.1 The Contractor shall perform all duties stated in Exhibit "B", or as otherwise directed in writing by the Procurement Officer.

5.2 During the Contract term, County shall provide Contractor's personnel with adequate workspace for consultants and such other related facilities as may be required by Contractor to carry out its contractual obligations.

6.0 TERMS and CONDITIONS:

6.1 INDEMNIFICATION:

6.1.1 To the fullest extent permitted by law, Contractor shall defend, indemnify, and hold harmless County, its agents, representatives, officers, directors, officials, and employees

from and against all claims, damages, losses and expenses, including, but not limited to, attorney fees, court costs, expert witness fees, and the cost of appellate proceedings, relating to, arising out of, or alleged to have resulted from the negligent acts, errors, omissions, mistakes or malfeasance relating to the performance of this Contract. Contractor's duty to defend, indemnify and hold harmless County, its agents, representatives, officers, directors, officials, and employees shall arise in connection with any claim, damage, loss or expense that is caused by any negligent acts, errors, omissions or mistakes in the performance of this Contract by the Contractor, as well as any person or entity for whose acts, errors, omissions, mistakes or malfeasance Contractor may be legally liable.

6.1.2 The amount and type of insurance coverage requirements set forth herein will in no way be construed as limiting the scope of the indemnity in this paragraph.

6.1.3 The scope of this indemnification does not extend to the sole negligence of County.

6.2 INSURANCE:

6.2.1 Contractor, at Contractor's own expense, shall purchase and maintain the herein stipulated minimum insurance from a company or companies duly licensed by the State of Arizona and possessing a current A.M. Best, Inc. rating of B++. In lieu of State of Arizona licensing, the stipulated insurance may be purchased from a company or companies, which are authorized to do business in the State of Arizona, provided that said insurance companies meet the approval of County. The form of any insurance policies and forms must be acceptable to County.

6.2.2 All insurance required herein shall be maintained in full force and effect until all work or service required to be performed under the terms of the Contract is satisfactorily completed and formally accepted. Failure to do so may, at the sole discretion of County, constitute a material breach of this Contract.

6.2.3 Contractor's insurance shall be primary insurance as respects County, and any insurance or self-insurance maintained by County shall not contribute to it.

6.2.4 Any failure to comply with the claim reporting provisions of the insurance policies or any breach of an insurance policy warranty shall not affect the County's right to coverage afforded under the insurance policies.

6.2.5 The insurance policies may provide coverage that contains deductibles or self-insured retentions. Such deductible and/or self-insured retentions shall not be applicable with respect to the coverage provided to County under such policies. Contractor shall be solely responsible for the deductible and/or self-insured retention and County, at its option, may require Contractor to secure payment of such deductibles or self-insured retentions by a surety bond or an irrevocable and unconditional letter of credit.

6.2.6 County reserves the right to request and to receive, within 10 working days, certified copies of any or all of the herein required insurance certificates. County shall not be obligated to review policies and/or endorsements or to advise Contractor of any deficiencies in such policies and endorsements, and such receipt shall not relieve Contractor from, or be deemed a waiver of County's right to insist on strict fulfillment of Contractor's obligations under this Contract.

6.2.7 The insurance policies required by this Contract, except Workers' Compensation, and Errors and Omissions, shall name County, its agents, representatives, officers, directors, officials and employees as Additional Insureds.

6.2.8 The policies required hereunder, except Workers' Compensation, and Errors and Omissions, shall contain a waiver of transfer of rights of recovery (subrogation) against

County, its agents, representatives, officers, directors, officials and employees for any claims arising out of Contractor's work or service.

6.2.9 Commercial General Liability:

Commercial General Liability insurance and, if necessary, Commercial Umbrella insurance with a limit of not less than \$1,000,000 for each occurrence, \$1,000,000 Products/Completed Operations Aggregate, and \$2,000,000 General Aggregate Limit. The policy shall include coverage for bodily injury, broad form property damage, personal injury, products and completed operations and blanket contractual coverage, and shall not contain any provision which would serve to limit third party action over claims. There shall be no endorsement or modification of the CGL limiting the scope of coverage for liability arising from explosion, collapse, or underground property damage.

6.2.10 Automobile Liability:

Commercial/Business Automobile Liability insurance and, if necessary, Commercial Umbrella insurance with a combined single limit for bodily injury and property damage of not less than \$2,000,000 each occurrence with respect to any of the Contractor's owned, hired, and non-owned vehicles assigned to or used in performance of the Contractor's work or services under this Contract.

6.2.11 Workers' Compensation:

6.2.11.1 Workers' Compensation insurance to cover obligations imposed by federal and state statutes having jurisdiction of Contractor's employees engaged in the performance of the work or services under this Contract; and Employer's Liability insurance of not less than \$1,000,000 for each accident, \$1,000,000 disease for each employee, and \$1,000,000 disease policy limit.

6.2.11.2 Contractor waives all rights against County and its agents, officers, directors and employees for recovery of damages to the extent these damages are covered by the Workers' Compensation and Employer's Liability or commercial umbrella liability insurance obtained by Contractor pursuant to this Contract.

6.2.12 Errors and Omissions Insurance:

Errors and Omissions insurance and, if necessary, Commercial Umbrella insurance, which will insure and provide coverage for errors or omissions of the Contractor, with limits of no less than \$1,000,000 for each claim.

6.2.13 Professional Liability:

Professional Liability Insurance which will ensure and provide coverage with limits of not less than \$2,000,000 for each occurrence.

6.2.14 Certificates of Insurance:

6.2.14.1 Prior to commencing work or services under this Contract, Contractor shall have insurance in effect as required by the Contract in the form provided by the County, issued by Contractor's insurer(s), as evidence that policies providing the required coverage, conditions and limits required by this Contract are in full force and effect. Such certificates shall be made available to the County upon ten (10) business days. **BY SIGNING THE AGREEMENT PAGE THE CONTRACTOR AGREES TO THIS REQUIREMENT AND FAILURE TO MEET THIS REQUIREMENT WILL RESULT IN CANCELLATION OF CONTRACT.**

6.2.14.2 In the event any insurance policy (ies) required by this contract is (are) written on a "claims made" basis, coverage shall extend for two years past completion and acceptance of Contractor's work or services and as evidenced by annual Certificates of Insurance.

6.2.14.3 If a policy does expire during the life of the Contract, a renewal certificate must be sent to County fifteen (15) days prior to the expiration date.

6.2.15 Cancellation and Expiration Notice.

Insurance required herein shall not be permitted to expire, be canceled, or materially changed without thirty (30) days prior written notice to the County.

6.3 WARRANTY OF SERVICES:

6.3.1 The Contractor warrants that all services provided hereunder will conform to the requirements of the Contract, including all descriptions, specifications and attachments made a part of this Contract. County's acceptance of services or goods provided by the Contractor shall not relieve the Contractor from its obligations under this warranty.

6.3.2 In addition to its other remedies, County may, at the Contractor's expense, require prompt correction of any services failing to meet the Contractor's warranty herein. Services corrected by the Contractor shall be subject to all the provisions of this Contract in the manner and to the same extent as services originally furnished hereunder.

6.4 INSPECTION OF SERVICES:

6.4.1 The Contractor shall provide and maintain an inspection system acceptable to County covering the services under this Contract. Complete records of all inspection work performed by the Contractor shall be maintained and made available to County during contract performance and for as long afterwards as the Contract requires.

6.4.2 County has the right to inspect and test all services called for by the Contract, to the extent practicable at all times and places during the term of the Contract. County shall perform inspections and tests in a manner that will not unduly delay the work.

6.4.3 If any of the services do not conform with the Contracts requirements, County may require the Contractor to perform the services again in conformity with the Contracts requirements, at no increase in Contract amount. When the defects in services cannot be corrected by re-performance, County may:

6.4.3.1 Require the Contractor to take necessary action to ensure that future performance conforms to Contract requirements; and

6.4.3.2 Reduce the Contract price to reflect the reduced value of the services performed.

6.4.4 If the Contractor fails to promptly perform the services again or to take the necessary action to ensure future performance in conformity with Contract requirements, County may:

6.4.4.1 By Contract or otherwise, perform the services and charge to the Contractor any cost incurred by County that is directly related to the performance of such service; or

6.4.4.2 Terminate the Contract for default.

6.5 **PROCUREMENT CARD ORDERING CAPABILITY:**

The County may determine to use a MasterCard Procurement Card, to place and make payment for orders under the Contract.

6.6 **INTERNET ORDERING CAPABILITY:**

The County intends, at its option, to use the Internet to communicate and to place orders under this Contract.

6.7 **NOTICES:**

All notices given pursuant to the terms of this Contract shall be addressed to:

For County:

Maricopa County
Office of Procurement Services
ATTN: Contract Administration
320 West Lincoln Street
Phoenix, Arizona 85003-2494

For Contractor:

Entellus, Inc.
Attn: Michael Bonar
2255 North 44th Street
Suite # 125
Phoenix, AZ 85008

6.8 **ORDERING AUTHORITY:**

6.8.1 Respondents should understand that any request for purchase of materials or services shall be accompanied by a valid purchase order, issued by Office of Procurement Services, or by a Certified Agency Procurement Aid (CAPA).

6.8.2 Maricopa County departments, cities, other counties, schools and special districts, universities, nonprofit educational and public health institutions may also purchase from under this Contract at their discretion and/or other state and local agencies (Customers) may procure the products under this Contract by the issuance of a purchase order to the Respondent. Purchase orders must cite the Contract number.

6.8.3 Contract award is in accordance with the Maricopa County Procurement Code. All requirements for the competitive award of this Contract have been met. A purchase order for the products is the only document necessary for Customers to purchase and for the Respondent to proceed with delivery of materials available under this Contract.

6.8.4 Any attempt to represent any product not specifically awarded under this Contract is a violation of the Contract. Any such action is subject to the legal and contractual remedies available to the County, inclusive of, but not limited to, Contract cancellation, suspension and/or debarment of the Respondent.

6.9 **TERMINATION FOR CONVENIENCE:**

The County reserves the right to terminate the Contract, in whole or in part at any time, when in the best interests of the County without penalty or recourse. Upon receipt of the written notice, the Contractor shall immediately stop all work, as directed in the notice, notify all subcontractors of the effective date of the termination and minimize all further costs to the County. In the event

of termination under this paragraph, all documents, data and reports prepared by the Contractor under the Contract shall become the property of and be delivered to the County upon demand. The Contractor shall be entitled to receive just and equitable compensation for work in progress, work completed and materials accepted before the effective date of the termination.

6.10 TERMINATION FOR DEFAULT:

6.10.1 In addition to the rights reserved in the Contract, the County may terminate the Contract in whole or in part due to the failure of the Contractor to comply with any term or condition of the Contract, to acquire and maintain all required insurance policies, bonds, licenses and permits, or to make satisfactory progress in performing the Contract. The Procurement Officer shall provide written notice of the termination and the reasons for it to the Contractor.

6.10.2 Upon termination under this paragraph, all goods, materials, documents, data and reports prepared by the Contractor under the Contract shall become the property of and be delivered to the County on demand.

6.10.3 The County may, upon termination of this Contract, procure, on terms and in the manner that it deems appropriate, materials or services to replace those under this Contract. The Contractor shall be liable to the County for any excess costs incurred by the County in procuring materials or services in substitution for those due from the Contractor.

6.10.4 The Contractor shall continue to perform, in accordance with the requirements of the Contract, up to the date of termination, as directed in the termination notice.

6.11 TERMINATION BY THE COUNTY:

If the Contractor should be adjudged bankrupt or should make a general assignment for the benefit of its creditors, additionally if a receiver should be appointed on account of its insolvency, the County may terminate the Contract. If the Contractor should persistently or repeatedly refuse or should fail, except in cases for which extension of time is provided, to provide enough properly skilled workers or proper materials, or persistently disregard laws and ordinances, or not proceed with work or otherwise be guilty of a substantial violation of any provision of this Contract, then the County may terminate the Contract. Prior to termination of the Contract, the County shall give the Contractor fifteen- (15) calendar day's written notice. Upon receipt of such termination notice, the Contractor shall be allowed fifteen (15) calendar days to cure such deficiencies.

6.12 STATUTORY RIGHT OF CANCELLATION FOR CONFLICT OF INTEREST:

Notice is given that pursuant to A.R.S. §38-511 the County may cancel this Contract without penalty or further obligation within three years after execution of the contract, if any person significantly involved in initiating, negotiating, securing, drafting or creating the contract on behalf of the County is at any time while the Contract or any extension of the Contract is in effect, an employee or agent of any other party to the Contract in any capacity or consultant to any other party of the Contract with respect to the subject matter of the Contract. Additionally, pursuant to A.R.S §38-511 the County may recoup any fee or commission paid or due to any person significantly involved in initiating, negotiating, securing, drafting or creating the contract on behalf of the County from any other party to the contract arising as the result of the Contract.

6.13 OFFSET FOR DAMAGES:

In addition to all other remedies at law or equity, the County may offset from any money due to the Contractor any amounts Contractor owes to the County for damages resulting from breach or deficiencies in performance under this contract.

6.14 RELATIONSHIPS:

In the performance of the services described herein, the Contractor shall act solely as an independent contractor, and nothing herein or implied herein shall at any time be construed as to create the relationship of employer and employee, partnership, principal and agent, or joint venture between the District and the Contractor.

6.15 ADDITIONS/DELETIONS OF SERVICE:

6.15.1 The County reserves the right to add and/or delete materials to a Contract. If a service requirement is deleted, payment to the Contractor will be reduced proportionately, to the amount of service reduced in accordance with the bid price. If additional materials are required from a Contract, prices for such additions will be negotiated between the Contractor and the County.

6.15.2 The County reserves the right of final approval on proposed staff for all Task Orders. Also, upon request by the County, the Contractor will be required to remove any employees working on County projects and substitute personnel based on the discretion of the County within two business days, unless previously approved by the County.

6.16 SUBCONTRACTING:

The Contractor may not assign this Contract or subcontract to another party for performance of the terms and conditions hereof without the written consent of the County, which shall not be unreasonably withheld. All correspondence authorizing subcontracting must reference the Proposal Serial Number and identify the job project.

6.17 AMENDMENTS:

All amendments to this Contract shall be in writing and approved/signed by both parties. Maricopa County Office of Procurement Services shall be responsible for approving all amendments for Maricopa County.

6.18 ACCESS TO AND RETENTION OF RECORDS FOR THE PURPOSE OF AUDIT AND/OR OTHER REVIEW:

6.18.1 In accordance with section MCI 371 of the Maricopa County Procurement Code the Contractor agrees to retain all books, records, accounts, statements, reports, files, and other records and back-up documentation relevant to this Contract for six (6) years after final payment or until after the resolution of any audit questions which could be more than six (6) years, whichever is latest. The County, Federal or State auditors and any other persons duly authorized by the Department shall have full access to, and the right to examine, copy, and make use of, any and all said materials.

6.18.2 If the Contractor's books, records, accounts, statements, reports, files, and other records and back-up documentation relevant to this Contract are not sufficient to support and document that requested services were provided, the Contractor shall reimburse Maricopa County for the services not so adequately supported and documented.

6.18.3 If at any time it is determined by the County that a cost for which payment has been made is a disallowed cost, the County shall notify the Contractor in writing of the disallowance. The course of action to address the disallowance shall be at sole discretion of the County, and may include either an adjustment to future claim submitted by the Contractor by the amount of the disallowance, or to require reimbursement forthwith of the disallowed amount by the Contractor by issuing a check payable to Maricopa County.

6.19 **AUDIT DISALLOWANCES:**

If at any time, County determines that a cost for which payment has been made is a disallowed cost, such as overpayment, County shall notify the Contractor in writing of the disallowance. County shall also state the means of correction, which may be but shall not be limited to adjustment of any future claim submitted by the Contractor by the amount of the disallowance, or to require repayment of the disallowed amount by the Contractor.

6.20 **SEVERABILITY:**

The invalidity, in whole or in part, of any provision of this Contract shall not void or affect the validity of any other provision of this Contract.

6.21 **RIGHTS IN DATA:**

The County shall own have the use of all data and reports resulting from this Contract without additional cost or other restriction except as provided by law. Each party shall supply to the other party, upon request, any available information that is relevant to this Contract and to the performance hereunder.

6.22 **INTEGRATION:**

This Contract represents the entire and integrated agreement between the parties and supersedes all prior negotiations, proposals, communications, understandings, representations, or agreements, whether oral or written, express or implied.

6.23 **VERIFICATION REGARDING COMPLIANCE WITH ARIZONA REVISED STATUTES §41-4401 AND FEDERAL IMMIGRATION LAWS AND REGULATIONS:**

6.23.1 By entering into the Contract, the Contractor warrants compliance with the Immigration and Nationality Act (INA using e-verify) and all other federal immigration laws and regulations related to the immigration status of its employees and A.R.S. §23-214(A). The contractor shall obtain statements from its subcontractors certifying compliance and shall furnish the statements to the Procurement Officer upon request. These warranties shall remain in effect through the term of the Contract. The Contractor and its subcontractors shall also maintain Employment Eligibility Verification forms (I-9) as required by the Immigration Reform and Control Act of 1986, as amended from time to time, for all employees performing work under the Contract and verify employee compliance using the E-verify system and shall keep a record of the verification for the duration of the employee's employment or at least three years, whichever is longer. I-9 forms are available for download at USCIS.GOV.

6.23.2 The County retains the legal right to inspect contractor and subcontractor employee documents performing work under this Contract to verify compliance with paragraph 6.23.1 of this Section. Contractor and subcontractor shall be given reasonable notice of the County's intent to inspect and shall make the documents available at the time and date specified. Should the County suspect or find that the Contractor or any of its subcontractors are not in compliance, the County will consider this a material breach of the contract and may pursue any and all remedies allowed by law, including, but not limited to: suspension of work, termination of the Contract for default, and suspension and/or debarment of the Contractor. All costs necessary to verify compliance are the responsibility of the Contractor.

6.24 **CONTRACTOR LICENSE REQUIREMENT:**

6.24.1 The Respondent shall procure all permits, insurance, licenses and pay the charges and fees necessary and incidental to the lawful conduct of his/her business, and as necessary complete any required certification requirements, required by any and all governmental

or non-governmental entities as mandated to maintain compliance with and in good standing for all permits and/or licenses. The Respondent shall keep fully informed of existing and future trade or industry requirements, Federal, State and Local laws, ordinances, and regulations which in any manner affect the fulfillment of a Contract and shall comply with the same. Contractor shall immediately notify both Office of Procurement Services and the using agency of any and all changes concerning permits, insurance or licenses.

6.24.2 Respondents furnishing finished products, materials or articles of merchandise that will require installation or attachment as part of the Contract, shall possess any licenses required. A Respondent is not relieved of its obligation to possess the required licenses by subcontracting of the labor portion of the Contract. Respondents are advised to contact the Arizona Registrar of Contractors, Chief of Licensing, at (602) 542-1525 to ascertain licensing requirements for a particular contract. Respondents shall identify which license(s), if any, the Registrar of Contractors requires for performance of the Contract.

6.25 **CERTIFICATION REGARDING DEBARMENT AND SUSPENSION:**

6.25.1 The undersigned (authorized official signing for the Contractor) certifies to the best of his or her knowledge and belief, that the Contractor, defined as the primary participant in accordance with 45 CFR Part 76, and its principals:

6.26.1.1. are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal Department or agency;

6.26.1.2. have not within 3-year period preceding this Contract been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

6.26.1.3. are not presently indicted or otherwise criminally or civilly charged by a government entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (2) of this certification; and

6.26.1.4. Have not within a 3-year period preceding this Contract had one or more public transaction (Federal, State or local) terminated for cause of default.

6.25.2 Should the Contractor not be able to provide this certification, an explanation as to why should be attached to the Contract.

6.25.3 The Contractor agrees to include, without modification, this clause in all lower tier covered transactions (i.e. transactions with subcontractors) and in all solicitations for lower tier covered transactions related to this Contract.

6.26 **PRICES:**

Contractor warrants that prices extended to County under this Contract are no higher than those paid by any other customer for these or similar services.

6.27 **GOVERNING LAW:**

This Contract shall be governed by the laws of the state of Arizona. Venue for any actions or lawsuits involving this Contract will be in Maricopa County Superior Court or in the United States District Court for the District of Arizona, sitting in Phoenix, Arizona.

6.28 ORDER OF PRECEDENCE:

In the event of a conflict in the provisions of this Contract and Contractor's license agreement, if applicable, the terms of this Contract shall prevail.

6.29 INFLUENCE:

As prescribed in MC1-1202 of the Maricopa County Procurement Code, any effort to influence an employee or agent to breach the Maricopa County Ethical Code of Conduct or any unethical conduct may be grounds for Disbarment or Suspension under MC1-902. An attempt to influence includes, but is not limited to:

6.29.1 A Person offering or providing a gratuity, gift, tip, present, donation, money, entertainment or educational passes or tickets, or any type valuable contribution or subsidy,

6.29.2 That is offered or given with the intent to influence a decision, obtain a contract, garner favorable treatment, or gain favorable consideration of any kind.

If a Person attempts to influence any employee or agent of Maricopa County, the Chief Procurement Officer, or his designee, reserves the right to seek any remedy provided by the Maricopa County Procurement Code, any remedy in equity or in the law, or any remedy provided by this contract.

6.30 PUBLIC RECORDS:

All Offers submitted and opened are public records and must be retained by the Records Manager at the Office of Procurement Services. Offers shall be open to public inspection after Contract award and execution, except for such Offers deemed to be confidential by the Office of Procurement Services. If an Offeror believes that information in its Offer should remain confidential, it shall indicate as confidential, the specific information and submit a statement with its offer detailing the reasons that the information should not be disclosed. Such reasons shall include the specific harm or prejudice which may arise. The Records Manager of the Office of Procurement Services shall determine whether the identified information is confidential pursuant to the Maricopa County Procurement Code.

6.31 INCORPORATION OF DOCUMENTS:

The following are to be attached to and made part of this Contract:

6.31.1 Exhibit A, Pricing;

6.31.2 Exhibit B, Intent / Scope of Work;

6.31.3 Exhibit C, Office of Procurement Services Contractor Travel and Per Diem Policy.

IN WITNESS WHEREOF, this Contract is executed on the date set forth above.

CONTRACTOR

Michael J. Bonar

AUTHORIZED SIGNATURE

Michael J. Bonar, President

PRINTED NAME AND TITLE

2255 N. 44th St., Phoenix, AZ 85008

ADDRESS

8/20/14

DATE

MARICOPA COUNTY

[Signature]

CHIEF PROCUREMENT OFFICER,
OFFICE OF PROCUREMENT SERVICES

9/16/14

DATE

- OR -

CHAIRMAN, BOARD OF SUPERVISORS

DATE

ATTESTED:

CLERK OF THE BOARD

DATE

APPROVED AS TO FORM:

[Signature]
LEGAL COUNSEL

15 September 2014
DATE

EXHIBIT A
PRICING

SERIAL 13161-RFP

NIGP CODE: 91831, 91883, 91884, 91894

COMPANY NAME:

ENTELLUS, INC.

DOING BUSINESS AS (DBA)
NAME:

ENTELLUS, INC.

MAILING ADDRESS:

2255 North 44th Street, Suite # 125

Phoenix, Arizona 85008

REMIT TO ADDRESS:

Same as previous

TELEPHONE NUMBER:

(602) 244-2566

FACSIMILE NUMBER:

(602) 244-8947

WEB SITE:

www.entellus.com

REPRESENTATIVE NAME:

Michael Bonar

REPRESENTATIVE PHONE
NUMBER:

(602) 889-4447

REPRESENTATIVE E-MAIL:

mbonar@entellus.com

YES

WILL ALLOW OTHER GOVERNMENTAL ENTITIES TO PURCHASE FROM THIS
CONTRACT:

[X]

WILL ACCEPT PROCUREMENT CARD FOR PAYMENT:

[X]

FUEL COMPRISES (if section for fuel price adjustment is located in the solicitation document)

0 % OF TOTAL BID
AMOUNT

PAYMENT TERMS: RESPONDENT IS REQUIRED TO PICK ONE OF THE FOLLOWING.
PAYMENT TERMS WILL BE CONSIDERED IN DETERMINING LOW BID. FAILURE TO
CHOOSE PAYMENT TERMS WILL RESULT IN A DEFAULT TO NET 30 DAYS.

[] NET 10 DAYS

[] NET 45 DAYS

[] 1% 10 DAYS NET 30 DAYS

[] NET 15 DAYS

[] NET 60 DAYS

[] 2% 30 DAYS NET 31 DAYS

[] NET 20 DAYS

[] NET 90 DAYS

[] 1% 30 DAYS NET 31 DAYS

[X] NET 30 DAYS

[] 2% 10 DAYS NET 30 DAYS

[] 5% 30 DAYS NET 31 DAYS

1.0 PRICING:

All Inclusive Pricing to Cover Services Outlined in Section 2.1.1.

\$32,070

All Inclusive Pricing to Cover Services Outlined in Section 2.1.2.

\$68,670

All Inclusive Pricing to Cover Services Outlined in Section 2.1.3. \$21,140

Hourly Pricing including any mark-ups to Cover Services Outlined
in Section 2.1.4 & 2.1.5.

(Project Management Staff)	\$150.00
(Process Expert)	\$150.00
(Subject Matter Expert)	\$150.00
(Technical/Design Staff)	\$120.00
(Support/Administrative Staff)	\$55.00

Hourly Rates for Additional Services Outside the Scope of Work. \$55.00 to \$150.00 (Same as above)

EXHIBIT B INTENT / SCOPE OF WORK



Maricopa County
MCDOT: OPERATIONS ON-CALL CONSULTANT

Bid 13161-RFP

EXECUTIVE SUMMARY

In an effort to understand the specific goals and objectives that MCDOT Operations (OPS) has for this contract, we had a chance to meet with Jeff Kramer before this solicitation was advertised. This provided additional insights beyond those presented in the solicitation and beyond those we can glean from past experience. It also reflects the first step of our approach to providing you the best value, understand the client's goals and objectives.

Mr. Kramer relayed to us that the selected consultant for this project must have excellent experience with process improvement and change management skills. The Team must also understand the maintenance needs of MCDOT's organization and how safety plays the major roll in all processes MCDOT OPS uses. Communication and facilitation skills will be important not only amongst the internal team members and stakeholders, but also to outside agencies that may be consulted for benchmarking. The Team will be a partner with MCDOT OPS and will act as an enabling extension of the organization.

From an overall perspective, we understand that MCDOT, like all government agencies is under continued pressure to improve its processes. Everyone has to do better. The difference here is that MCDOT OPS is going to do something about it. Even though MCDOT OPS has over 200 employees and an operating budget of approximately \$34m, there are limited resources available at MCDOT OPS that can do the research, provide the time and guidance, and develop the buy-in for implementation of each process improvement. Even with an excellent staff, it is understood that having a consultant on board will be the best way to drive the effort needed for specific process improvements. When used selectively, hiring a consultant is the most effective way to achieve higher performance and efficiency. Additionally, an outside process professional can provide a fresh perspective, objectivity, and also subject matter experts that know best practices that can be used for benchmarking. These additional resources are invaluable for positive process improvements.

Entellus is pleased to present our proposal to aid MCDOT in improving your programs including We understand the critical importance of these processes in effectively delivering a fully functional Operations program within MCDOT.

Our role will be to make sure we understand your goals for the existing processes and the processes themselves, the metrics you use to measure performance, benchmarked against both internal and external best practices, and make sure improvements are implemented.

We also realize that MCDOT OPS has many major processes and probably dozens of smaller processes. Prioritizing MCDOT staff's time and effort as well as the Consultant's time is critical. Three of the processes that are of relatively high importance are listed in this Solicitation. Although similar, they represent three different aspects of MCDOT Operations.

- ▶ **Adopt-A-Highway Program** is a completely separate program and we will be able to compare it to other programs in Arizona and possibly relevant surrounding states. It will be important to see the overall cost and benefit that the program brings to MCDOT.
- ▶ **Field Manual** is a tool to help an overall process so we will need to be aware of the overall process but can focus on the manual's usefulness to the staff as part of that overall process. We will need to focus on the manual user's input to see how its' content, organization, and the way it is made available to users and management (hardcopy or digital) can be more helpful.
- ▶ **Scope regarding evaluation of standby on-call procedures** will require a cost benefit analysis but with a focus on risk, customer satisfaction, and the costs of an alternate business model for dealing with undefined needs to respond. This will require a special focus on safety and customer service as well as the cost comparison of other business service models.

EXHIBIT B INTENT / SCOPE OF WORK



Maricopa County

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MCDOT: OPERATIONS ON-CALL CONSULTANT

We will take a tailored approach based upon the specific goals and objectives of MCDOT OPS. However, the overall approach we will use for process improvement has the same basic structure built on the value analysis process. The Entellus Team is proposing to use the value analysis process (outlined below) to achieve your goals. This approach will offer several things;

- ▶ A formal process to work with the Department to truly identify the challenges to the existing programs, new and improved approaches and an implementation plan for adopting those ideas identified as improvements to the overall program,
- ▶ Ensure involvement of key staff within the Department to provide a true understanding of the current processes and more importantly “buy off” by internal staff to be a part of the solution and the implementation plan of the new approaches,
- ▶ Provide input from other experts working in similar agencies across the nation,
- ▶ Provide a formal process with documented opportunities, and
- ▶ Completion in a much shorter timeline.

Entellus Team Members have been working with various agencies throughout the nation providing similar services over the past several years. We have the ability to develop good working relationships and rapport with staff which will be beneficial in helping to achieve the Department’s goals of implementing change in a timely manner. Additionally, our Team Members have worked with numerous Federal, State and City agencies in Arizona and throughout the nation to help bring about change within departments, programs and processes.

MCDOT’s desire to identify opportunities for change and more importantly to implement change in a short amount of time, leads our team to approach this task using various tools, including the value methodology (VM). The VM approach will allow our Certified Value Specialist to lead specialized teams, consisting of both internal and outside experts, to identify, evaluate and develop implementation strategies to improve the current MCDOT programs. This may also include the development of continual process improvement opportunities built into the newly established process.

The use of the formal VM process will ensure that MCDOT has staff assigned to this process improvement team to aid in identifying the challenges, what’s going well as well as some very specific improvements that can be achieved. If desired, Entellus will work closely with MCDOT to help identify key staff to be included on the Process Improvement Team. The value methodology is a formal process approach which will lead a multi-functional team to identify the current processes, areas where the department is currently having challenges and then identify areas for improvement, including establishing formal and specific implementation plans with established timelines.

This approach will be the best approach for MCDOT in that the process improvement team will include internal key staff members as part of the team to help develop the improvement strategies. As discussed above, this helps to ensure that the department’s staff will have ownership and buy-in on improvements will aid in helping to implement the changes that will need to occur. Entellus is also proposing to bring in additional experts from other similar agencies, potentially from outside Arizona, to be a part of this process improvement team to help bring about other opportunities, best management practices and improvement approaches that are being used successfully in other programs.

The value methodology is a formal 6-step process that guides the process improvement team and includes:

- ▶ Information Phase
- ▶ Function Phase
- ▶ Creative Phase
- ▶ Evaluation Phase
- ▶ Development Phase
- ▶ Presentation/Implementation Phase

In summary, our approach is straightforward. We will bring the right resources and expertise, understand your goals, use the value methodology to understand, revise, and develop processes, identify metrics to measure performance, and facilitate the implementation of process improvements for MCDOT OPS.

EXHIBIT B
INTENT / SCOPE OF WORK



Maricopa County
MCDOT: OPERATIONS ON-CALL CONSULTANT

Bid 13161-RFP

PROPOSAL

PROJECT UNDERSTANDING AND APPROACH

UNDERSTANDING OF THE GOALS AND OBJECTIVES

We have outlined our understanding of MCDOT OPS' goals and objectives for this project in the executive summary. The selected consultant for this project must have excellent experience with process improvement and change management skills. The Team must also understand the maintenance needs of MCDOT's organization and how safety plays the major role in all processes MCDOT OPS uses. Communication and facilitation skills will be important not only amongst the internal team members and stakeholders, but also to outside agencies that may be consulted for benchmarking. The Team will be a partner with MCDOT OPS and will act as an enabling extension of the organization.

A key understanding the Entellus team brings to the process is the commitment to the cooperation and collaboration with Staff required when recommending and applying a best practice. This understanding and commitment is to communicate and work with MCDOT Staff to balance the unique qualities of MCDOT with the best practices of another comparable organization. It is important for the County Staff to see the best practices as a part of the organizations continuous improvement activities underway and participate in making the recommended best practices better with staff innovations, enthusiasm and applied technology improvements.

The recommended best practices and tasks identified in the RFP are not an indirect message that the current MCDOT practices are not adequate or successful. Nor are they intended to be a list of recommended changes that should be immediately adopted or changed by MCDOT. They are developed and provided in the spirit of continuous improvement and assuring the elected officials, executive managers and public the efficient use of taxpayer dollars.

We also realize that MCDOT OPS has many major processes and probably dozens of smaller processes. Prioritizing MCDOT staff's time and effort as well as the Consultant's time is critical. Three of the processes that are of relatively high importance are listed in this Solicitation.

Our role will be to make sure we understand your goals for the existing processes and the processes themselves, the metrics you use to measure performance, benchmarked against both internal and external best practices, and make sure improvements are implemented.

PROGRAMS AND SERVICES PROPOSED

The four main areas of support required by MCDOT OPS as listed in Section 1.1 of the Request for Proposal are:

- ▶ 1.1.1 Strategic Operation and Planning
- ▶ 1.1.2 Best Practices evaluations
- ▶ 1.1.3 Technical Report Preparation
- ▶ 1.1.4 Process Change Implementation

Our Team has excellent expertise at all of these skill sets and has some additional skill sets available as needed. Shown in the following table (Page 5) are the programs and services we propose for this project and our professional standards and practices we leverage.

**EXHIBIT B
INTENT / SCOPE OF WORK**



Mariano County

Bid 13161-RFP

MCDOT: OPERATIONS ON-CALL CONSULTANT

SERVICE DESCRIPTION	ESTABLISHED METHODOLOGIES USED	PROFESSIONAL ORGANIZATIONS SETTING STANDARDS	APPLICABILITY TO MCDOT OPERATIONS DIVISION
Project Management	Scoping, Scheduling, Earned Value,	PMI, PMA	Can provide training to staff to support overall productivity
Operations Process Improvement	Value Methodology, Kaizen, benchmarking, Process mapping	SAVE, ISO 9000, TQM	This is the core service required in the three sample projects and anticipated over the life of this contract.
Best Practices Evaluation, Benchmarking	Internal comparison, external comparison, benchmarking	PSMJ	This is a common way to assess performance
Value Methodology	Value Analysis, Benchmarking	SAVE, FHWA, USACE	This methodology is proven and is the core of our approach
Partnering/Team Development	Partnering	ADOT, UDOT	Useful for building Teams within MCDOT Operations and for implementation
Scoping	Value Methodology, Benchmarking		Will be used for all task orders on this contract to scope only what is needed and to maximize value.
Coaching		John Maxwell Co.	Support and coaching on key process improvement tasks –self development, Team building, buy in, implementation, etc.
Data Collection	Geographic Information Systems, Global Positioning Systems,	ESRI	Can set up a process to collect critical operations data and can also collect the data as necessary. Leverage Technology.
Hybrid Processes			The Team has over 30 years of experience in process improvement. We will utilize this experience to tailor our approach to every assignment.
Life Cycle Cost Analysis	Value Methodology	SAVE, PMI	Tools to ensure the long-term costs are evaluated in new approaches
Cost-Benefit Analysis	Value Methodology	SAVE	Used in the decision-making process to ensure the benefits are realized
Performance Measures	Value Methodology	SAVE	Helps the team and MCDOT understand the true performance attributes that define success
Risk Analysis	Value Methodology, Project Management, Construction Management	SAVE, PMI, CMAA	Helps the team and MCDOT identify the potential risks associated with the various programs and provide mitigation measures

We bring together an impressive team of experts with the capabilities to provide MCDOT with all of the services requested as well as other opportunities into the future. These team members have worked together for many years and have the capacity to ensure that the County’s goals and timeframes are met while we bring added value to your organization. Because our team members all come from different backgrounds and experience, we will be able to rely on each other to provide the full range of services needed. We realize we serve at the pleasure of MCDOT and this team has been assembled to provide you all the resources you need. Any and all team members are available to whatever degree is necessary to meet your goals and objectives for this project.

EXHIBIT B INTENT / SCOPE OF WORK



Maricopa County

Bid 13161-RFP

MCDOT: OPERATIONS ON-CALL CONSULTANT

APPROACH TO MANAGING THE WORK

This section of the proposal outlines the overall general approach to how we will complete these process improvement studies. This approach will be customized to meet each of the needs of the various process/programs. Our suggested approach is to use the 6-phase value methodology to complete all the necessary steps for value improvement in a more compressed time frame facilitating a more in-depth evaluation. As mentioned in the executive summary, the six step value methodology includes:

- ▶ Information Phase
- ▶ Function Phase
- ▶ Creative Phase
- ▶ Evaluation Phase
- ▶ Development Phase
- ▶ Presentation/Implementation Phase

OVERALL MANAGEMENT APPROACH

Before discussing our specific tailored approach to each of the three tasks in the RFP (2.1.1, 2.1.2, 2.1.3) we want to present our overall approach to managing the work. This approach is a result of how we have structured the Team to meet your needs on this project. Our approach on some of the key management tasks follows.

- ▶ **Management of Multiple Tasks** - This project could and most likely will require management of multiple tasks. Mike Bonar will be the overall Project Manager and Client Manager for this project. However Renee Hoekstra as Deputy Project Manager and Ray Acuna both have the ability to manage tasks and major portions of the project. If it is desired to proceed with all three of the projects identified in this request for proposal, it's possible that Mike, Renee, and Ray could manage one of the assignments with Mike having overall client and management responsibility. The advantage of this approach, if warranted, will be to ensure that all three projects are adequately managed and progress on all fronts is maintained.
- ▶ **Scoping** - We will leverage Renee Hoekstra's skills as a scoping expert to refine the scope for the three tasks included in this RFP and develop the scope for all subsequent tasks in the future. Renee utilizes Value methodology when scoping to ensure that only the necessary effort is included in the task's scope and the greatest value is provided to MCDOT.
- ▶ **Responsiveness and Flexibility** – We will leverage the fact that we have team depth to be responsive and flexible in delivering this project. We know from experience that there will be times where schedule conflicts can occur between internal stakeholders and external

benchmarking partners. By having multiple team members that provide redundancy and skill sets, we can ensure that we will be responsive and flexible to meet your needs. This is discussed further underneath the "Ability to Perform" section later in this proposal.

- ▶ **Communication** - Communication, Communication, and Communication will be critical. We will make it easy to have face to face communication by being flexible for meeting times. We will also take advantage of email and use of audio/visual teleconference tools (remote access) to glean information necessary and keep everyone apprised of our progress. Having frequent teleconferences with exchange of progress information and a brief agenda have been the best proven tool to efficiently maintain frequent communication.

TAILORED MANAGEMENT APPROACH

ADOPT-A-HIGHWAY PROGRAM

Understanding: Each year, the Maricopa County Department of Transportation (MCDOT) spends thousands of dollars to remove litter and debris from County roadways, which can create safety and environmental hazards for motorists, cyclists and pedestrians. Litter removal also forces MCDOT staff to commit time, money and manpower to this effort when they should be concentrating on other roadway safety activities. Currently, about 42 groups are working to clean nearly 250 miles of County roadway. It is estimated that these efforts save MCDOT thousands of dollars each year.

Maricopa County Department of Transportation launched its Adopt A Highway program with the first volunteer group in 1990 whereby volunteers adopt a 2-mile section of roadway for clean-up. The initial program/process includes an application process, volunteer performance process and procedures, MCDOT process and procedures, sponsorship process and procedures, and marketing approaches. Our goal will be to look at all aspects of the current program/process to understand the current program/process, identify areas of improvement and aid in the development and performance of the implementation.

MCDOT's new Sponsor A Highway Program can provide a company with visibility on County major roads and highways while helping to keep the County clean. Maricopa County now offers both Adopt A Highway and Sponsor A Highway programs. While an adopting organization provides the volunteers who do the litter pickup, a sponsoring business, group or organization instead pays professional contractors to do the work on their behalf.

EXHIBIT B INTENT / SCOPE OF WORK



Mariano County

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MCDOT: OPERATIONS ON-CALL CONSULTANT

Approach: Process/program improvement and development within an organization can be difficult for staff. With this understanding, our team would like to integrate staff with the process improvement efforts to gain their input and support. Our team's experience working for and with agencies around the country to improve and develop internal processes/programs provides us with a unique understanding of these challenges. This unique experience allows us to propose an alternative approach to accomplishing all of the identified tasks. We have put together an approach which we believe will help to achieve and hopefully exceed the Operations' Division goals and expectations while allowing staff to perceive this as a positive influence on the current process. As discussed in the Executive Summary, we will apply the value management process to achieve the initial tasks of Consultation, Benchmarking, Creativity, Evaluation and Implementation. The following outlines this approach in more detail.

TASK 1 INITIAL CONSULTATION

This task will accomplish the preliminary discussion with the division manager and coordinator to obtain a thorough understanding of the expected contract parameters and expectations. Some of the things we will want to discuss may include, but is not limited to the following:

- The need to obtain Customer/User surveys and/or feedback;
- Understand what is currently working well;
- Understand the perception of what needs improvement and more importantly why;
- Define the program's performance attributes to understand the definition of success;
- Understand the current roles and responsibilities of those involved in the program, i.e. volunteers, staff, executive staff, elected officials, etc.;
- Understand the budget for the Adopt-A-Highway program and if there are concerns related to the budget; i.e. expenses, resources, marketing, etc.;
- Understand what the current process/procedures are related to safety, risk management, performance, and training of the volunteers, staff and public; and
- Discuss benchmarking opportunities, goals, objectives and organizations to be involved in the process.

Please note that we may want to discuss ALL benchmarking opportunities for the other two Programs, to ensure that as we work with other agencies, we coordinate the information needed and only need to approach them one time for multiple data. Additionally, we may want to discuss the following, as appropriate:

- Draft a script for MCDOT staff (coordinator) review & approval.
- Suggest a letter from MCDOT to the benchmarking agency as an introduction and to understand the team's intentions.
- Once we have a strong understanding of the current process/program, we will use this information as we move onto the next step. Our approach will be of collaboration through peer exchange, staff involvement and consultant expertise in a workshop setting. This approach has been very successful with other agencies to help to integrate staff into process improvement and will ultimately aid in helping staff to accept "buy-in" to change. It will also allow for an open sharing of issues, concerns, and problem solving. This approach will also allow us to complete this task in less time. The collaborative approach will occur in three phases; pre-workshop, workshop and post workshop, as described below.

Pre-workshop Phase—During the first meeting with MCDOT, we will develop a "strawman" process map. We will also interview several other similar programs within and outside Arizona to understand other approaches and Best Management Practices (Task 2 benchmarking). During this part of the task, we will also prepare for the collaborative process/program improvement workshop; establishing a location, times, attendees, documents, etc.

TASK 2 BENCHMARKING

Benchmarking will occur in two ways. One will be potentially contacting identified agencies with similar programs to obtain information that can be presented during the collaborative workshop as well as to include one or two agencies in the workshop. As noted, during the Initial Consultation Meeting in Task 1, we will discuss the benchmarking opportunities.

- Duration – this project element will be accomplished within 2 weeks of Notice to Proceed.
- Workshop Phase – Our suggestion is to have a 3-day workshop to include Adopt-A-Highway Program and Operations staff, consultant staff and outside agency participation, as possible. This workshop will allow us to work in an open and collaborative manner to achieve success. Our goal will be to use the value methodology along with other communication, problem solving, and creative tools to:
 - Engage the participants,
 - Encourage open and honest communication,
 - Understand and focus on the goals and objectives of the process/program,
 - Seek creative solutions, innovation and opportunities

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- to the process/program through collaboration,
- Understand how other agencies operate, manage, and market their process/program.
 - Duration – this task will be able to be accomplished in a short amount of time, since it will be accomplished in a workshop setting.

TASK #3 DRAFT IMPLEMENTATION PLAN DEVELOPMENT

Task 3 is the collection of benchmarking information, observations and staff directives to begin the draft implementation plan for the management, operational and marketing strategies and techniques to be applied to the MCDOT Adopt-A-Highway Program. At a minimum, meetings with the Coordinator will occur bi-weekly to obtain guidance and discuss progress. This effort shall include all correspondence, meeting (electronic or in-person), preparation and documentation time necessary to complete the task. This shall be completed within 3 weeks of the completion of Task 2.

TASK 3 DRAFT IMPLEMENTATION PLAN

The information obtained during the consultation, pre-workshop and workshop will provide our team with the data to develop the draft implementation plan. We will develop a draft plan that will identify efficiencies, opportunities, and best management practices while maintaining program effectiveness and a safe environment. The plan will address how the alternatives and ideas identified within the plan affect the overall performance attributes as established during the initial meeting.

Our team will meet with the Operations Division Manager and Coordinator to evaluate the draft implementation plan to determine and consider the following:

- Determine the disposition of the various alternatives and ideas presented in the draft plan
- Assist in determining budget impacts (savings)
- Assist in determining prioritization of the plan
- Finalize the Implementation Plan
- Value-added Opportunities
- Assist MCDOT in customer/stakeholder review of the draft/final.
- Review customer/stakeholder comments with MCDOT Staff.
- Begin initial discussions to obtain guidance on the evaluation of existing operations and maintenance practices and procedures within MCDOT for the purposes of drafting an outline and plan to develop a consolidated comprehensive Field Procedures Manual.
- Assist MCDOT in developing an overall "roll-out" plan with staff as well as provide executive coaching to assist with the internal implementation activities.

FIELD PROCEDURES MANUAL

Understanding: Task 1 is the initial step of consulting with MCDOT's Operations Division Manager and Superintendents to identify existing procedures and key staff that will act as resources during this project. This initial guidance by MCDOT Staff is crucial to the successful development of a team and identifying existing work processes. The information developed by coordinating with the identified key staff members will be presented to the Division Manager and Superintendents to assure consistency between the different maintenance centers. It is anticipated that the maintenance activities and tasks have varying degrees of documentation and there may be cases where work activities are performed differently between maintenance yards. The team will assist representatives from the different maintenance yards to begin the development of information and processes to develop seamless and consistent work practices between the yards.

A summary of the results of task 1, including a list of action items will be provided to the Division Manager and Superintendents. If there are results that need immediate attention, the team will notify the Division Manager. Task 1 efforts will begin the development of the Field Manual for MCDOT Operations Division. This effort shall include all correspondence, meeting (electronic or in-person), preparation and documentation time necessary to complete the task. This shall be completed within three weeks of notice to proceed.

Approach: Our team strength is to blend the practical experience of Operations & Maintenance with a collaborative process that has been used to develop and document work flow and service improvements. Our team's approach when collaborating with staff is intended to gain their support as well as the information needed. Our experience working with local and other agencies around the country to improve and develop internal processes/programs provides us with a unique understanding of task 1. This unique experience allows us to propose an alternative approach to accomplishing all of the identified tasks. We have put together an approach which we believe will help to achieve and hopefully exceed the Operations' Division goals and expectations while allowing staff to perceive this as a positive influence on the current process.

As discussed in the Executive Summary, we will apply the value management process to achieve the initial tasks of Consultation, Benchmarking, Creativity, Evaluation and Implementation. The following outlines this approach in more detail.

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Maricopa County

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MCDOT: OPERATIONS ON-CALL CONSULTANT

TASK 1 INITIAL CONSULTATION

This task will accomplish the preliminary discussion with the division manager and superintendents to obtain a thorough understanding of the expected contract parameters and expectations. Some of the things we will want to discuss may include, but is not limited to the following:

- What are the operations and maintenance practices and procedures that will be evaluated, which may include:
 - Safety; worker and public (PPE, environmental)
 - Training, certification and work consistency
 - Equipment and equipment maintenance
 - Routine maintenance
 - Emergency protocols and response
 - Storm damage response
 - Material procurement and delivery
 - Utilities, identification
 - Environmental impact strategies (oil spills, fuel spills, NPDES, etc.)
- Identify other agencies for benchmarking and best management practices
- Understand the current budget for the maintenance activities and any potential challenges, constraints or opportunities
- Understand how the Operations Division works related to work hours, staff rotations, daily work assignments, etc.
- Available technologies
- Understand current communication and collaboration opportunities with surrounding county/city operation and maintenance groups

Our team expects to quickly understand the MCDOT needs and is familiar with local operations and maintenance processes/procedures, we will use this experience as we move onto the next step. Our approach will be of collaboration through peer exchange, staff involvement and consultant expertise in a workshop setting. This approach has been very successful with other agencies to help to integrate staff into process improvement and will ultimately aid in helping staff to accept “buy-in” to change. It will also allow for an open sharing of issues, concerns, and problem solving. This approach will also allow us to complete this task in less time. The collaborative approach will occur in three phases; pre-workshop, workshop and post workshop, as described below.

Pre-workshop Phase—During the first meeting with MCDOT, we will develop several “strawman” process maps for those identified processes, as needed. We will also interview several other similar programs within and outside Arizona to understand other approaches and Best

Management Practices (Task 2 Existing Conditions Analysis). During this part of the task, we will also prepare for the collaborative process/program improvement workshop; establishing a location, times, attendees, documents, etc.

TASK #2 EXISTING CONDITIONS ANALYSIS

Task 2 is based on the outcome of Task 1. Our team will collect and compile all existing and identified procedures and guidelines. All the available information will be reviewed and compared to the activities and tasks performed by the Operations Division. This effort will allow us to develop or work with the division to develop the process maps for the current processes and procedures. There also may be an opportunity to do some benchmarking with other agencies to understand how other agencies manage and complete operations and management activities to achieve operational success. Begin initial discussions of Task #3 – Work Breakdown Structure and Outline Development

Information Gathering Workshop Phase—Our suggestion is to have multiple workshops to include Operations and Maintenance staff, and consultant staff. The actual workshops will be identified based on the data obtained during the initial consultation meeting and the existing conditions analysis. These workshops will allow us to work in an open and collaborative manner to achieve success. Our goal with the initial workshops will be to use the value methodology along with other communication, problem solving, and creative tools to:

- Engage the participants,
- Encourage open and honest communication,
- Understand and focus on the goals and objectives of the current processes and procedures

We will use the workshops to gain as much information as possible from the operations and maintenance staff as to the current processes and procedures related to:

- Current challenges
- Potential missing processes and procedures
- Current processes and procedures that are working well and what specifically has led to the success
- Finalize the process maps from the established “straw man” process maps of the actual process steps Midpoint Review.

Once this effort is complete, the team will identify and document the processes and procedures. The team will meet with the Division Manager and Superintendents to discuss progress and best practice documentation that exists with other comparable maintenance organizations. This effort shall include all correspondence, meeting

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(electronic or in-person), preparation and documentation time necessary to complete the task. This shall be completed within six weeks of completion of task 1.

PROCESS/ PROCEDURES IMPROVEMENT WORKSHOPS

Once direction has been provided by the Division Manager and Superintendents, our team suggests a second round of meetings to brainstorm potential improvements for processes and procedures. This will include internal operations staff and consultants, as necessary. This will help ensure that staff participates, not only in the initial identification of issues and concerns, but also to provide alternatives, innovations and ideas for improving the processes and procedures. These individuals work with these every day, they have a vested interest in their successes as it relates to the success of the organization but also improves their ability to succeed individually in their day to day activities. This will also help to ensure "buy in" once changes to the processes and procedures need to be implemented. Staff members who are involved with the changes will be more apt to help to implement the changes.

TASK #3: WBS AND FIELD MANUAL OUTLINE DEVELOPMENT

A sample maintenance procedure will be drafted to include task description, personnel/equipment/materials/supply requirements and an estimated time to perform safely. Bi-weekly meetings with the Division Manager and Superintendents will be coordinated. The purpose of these progress meeting are to make the necessary adjustments needed to make the Field Manual useful to maintenance staff. This effort shall include all correspondence, meeting (electronic or in-person), preparation and documentation time necessary to complete the task. Task 3 shall be completed within 6 weeks from the completion of task 2.

TASK 3 WBS AND FIELD MANUAL OUTLINE GOALS/QUESTIONS?

Task 3 is based on the outcome of Task 2. A proposed Work Breakdown Structure of all activities and tasks identified will be developed. These activities and tasks will be organized into a logical and sensible format that combines similar items into primary and sub-groups. As our team is reviewing the work breakdown structures, the following elements will be considered:

- Identifying the existing work breakdown structures listings
- Identify any missing work breakdown structures
- Propose additional work breakdown structures
- Proposed Field Manual Outline.
- Sample Maintenance Procedure.
- Begin initial discussions of task 4 developing proposed procedures for each activity and task identified.

TASK #4 PROCEDURES DEVELOPMENT

Task 4 based on the outcomes of Task 3, proposed maintenance procedures will be developed for each activity and task identified. Existing procedures, interviews with key staff, and data provided by MCDOT from the asset/maintenance management system can be used to develop proposed procedures. Where conflicts are identified between tasks procedures between different maintenance yards this will be documented for evaluation by MCDOT. The Operations Division Management will determine standardization decisions between maintenance yards. An average of 3 iterative rounds of coordination is anticipated in refining the maintenance procedures with identified staff. Meetings with the Division Manager and Superintendents will occur at a minimum of bi-weekly during task 4 to assure progress before finalizing the proposed maintenance procedures. This effort shall include all correspondence, meeting (electronic or in-person), preparation and documentation time necessary to complete the task. Task 4 shall be completed within 12 weeks from the completion of task 3.

TASK 4 PROCEDURES DEVELOPMENT GOALS/QUESTIONS?

- Proposed maintenance procedures will be developed for each activity and task identified.
- Information from existing sources and interviews in addition to pre-approved best practices in developing maintenance procedures.
- Conflicting maintenance procedures between maintenance yards will be documented.
- MCDOT Operations Division management will evaluate the documented differences between maintenance yards.
- Operations management will make standardization decisions between maintenance yards.
- An iterative process will be used to develop maintenance procedures with key staff.
- Bi-weekly meetings with the Division Manager and Superintendents will be scheduled to evaluate progress prior to finalizing the proposed maintenance procedure.
- WBS listing.
- Proposed Field Manual outline and contents including a sample entry for review.
- Discuss initial work included in Task 5.

TASK #5: DRAFT FIELD MANUAL DEVELOPMENT

Task 5 is the preparation of a draft field manual to include the procedures developed in task 4 into the outline and format approved in task 3. The draft field manual will be indexed and cross-referenced where applicable, and fully searchable. Bi-weekly meetings with the Division Manager and Superintendents to evaluate progress will be scheduled before finalizing the draft field manual.



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This effort shall include all correspondence, meeting (electronic or in-person), preparation and documentation time necessary to complete the task. Task 5 shall be completed within 8 weeks from the completion of task 4.

TASK 5 DRAFT FIELD MANUAL DEVELOPMENT

As the team is developing the draft field manual the following will be considered:

- Index and cross-reference the draft Field Manual where applicable and fully searchable
- Schedule bi-weekly meetings with the Division Manager and Superintendents to evaluate progress before finalizing the draft field manual
- Deliver 6 printed, unbound copies one electronic copy in PDF format of the draft field manual.
- Discuss initial work included in task 6.

TASK #6: FINAL FIELD MANUAL DEVELOPMENT

Task 6 is the final step in completing the Field Manual. A meeting will be scheduled with the Operations Division Manager and Superintendents to review the draft field manual. Based on the feedback received, prepare the final field manual. This effort shall include all correspondence, meeting (electronic or in-person), preparation and documentation time necessary to complete the task. Task 6 shall be completed within 4 weeks from the completion of task 5.

TASK 6 FINAL FIELD MANUAL DEVELOPMENT

As the team is considering the final development of the field manual, the following will be considered:

- Schedule a meeting with the Division Manager and Superintendents to review the draft field manual.
- Prepare final field manual after receiving feedback from MCDOT Staff.
- Deliver 20 printed, bound copies and one electronic copy containing both the MS Word and PDF formats of the final field manual.

BEST PRACTICES, EVALUATIONS AND PROCESS IMPROVEMENT DEVELOPMENT FOR SUCH ACTIVITIES AS STANDBY/ON-CALL PROCEDURES, OR VARIOUS WORK FLOW PROCESSES

Understanding: Maricopa County Department of Transportation responds to a variety of off-hour incidents to address storms, critical maintenance concerns, repairs due to accidents, etc. This is generally done through the use of standby and on-call staffing procedures. Our team has experience with large agency off-hour incident response budgeting, staffing and processes. This MCDOT service provides a rapid response to incidents that could

harm the public. In addition to public safety there are risk management impacts to mitigate. There are opportunities to collaborate with other agencies in responding to off-hour incidents to maximize efficiencies and minimize cost to MCDOT.

Approach: Our team strength is to blend the practical experience of Operations & Maintenance with a collaborative process that has been used to develop and document work flow and service improvements. Our team's approach when collaborating with staff is intended to gain their support as well as the information needed. Our experience working with local and other agencies around the country to improve and develop internal processes/programs provides us with a unique understanding of task 1. This unique experience allows us to propose an alternative approach to accomplishing all of the identified tasks. We have put together an approach, which we believe will help to achieve and hopefully exceed the Operations' Division goals and expectations while allowing staff to perceive this as a positive influence on the current process.

As discussed in the Executive Summary, we will apply the value management process to achieve the initial tasks of Consultation, Benchmarking, Creativity, Evaluation and Implementation. The following information outlines this approach in more detail.

TASK 1 INITIAL CONSULTATION

This task will accomplish the preliminary discussion with the division manager and superintendents to obtain a thorough understanding of how the staffing procedure is currently managed and operated. Some of the things we will want to discuss may include, but is not limited to the following:

- What is the emergency information used to respond to after hour events?
- What equipment is used to respond to after hour emergencies?
- What is the budget for this service?
- How is this service coordinated with public safety agencies?
- How is this service coordinated with after hour emergency services provided by cities or the state?
- How is this service effort tracked?
- Do emergency calls come from elected officials or County Management?
- What is the coordination effort with cities, public safety agencies and the Flood Control District of Maricopa County for storm events causing hazardous debris and damage?
- What are the mandated or regulatory requirements to providing after hour emergency responses?

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- What are the risk-management criteria?
- What is the definition of success for this MCDOT service?

Our team expects to quickly understand the MCDOT needs and is familiar with Operations and Maintenance off-hour incident response services; we will use this experience as we move onto the next step. Our approach will be of collaboration through peer exchange, staff involvement and consultant expertise in a workshop setting. This approach has been very successful with other agencies to help to integrate staff into process improvement and will ultimately aid in helping staff to accept “buy-in” to change. It will also allow for an open sharing of issues, concerns, and problem solving. This approach will also allow us to complete this task in less time. The collaborative approach will occur as described below.

Pre-workshop Phase—During the first meeting with MCDOT, we will develop several “strawman” process maps for those identified processes, as needed. We will also interview several other similar programs within Arizona to understand other approaches and Best Management Practices (Task 2 Benchmarking). During this part of the task, we will also prepare for the collaborative process/program improvement workshop; establishing a location, times, attendees, documents, etc.

TASK #2 BENCHMARKING

Task 2 is based on the outcome of Task 1. Our team will collect and compile all existing and identified procedures and guidelines. All the available information will be reviewed and compared to the activities and tasks performed by the Operations Division. This effort will allow us to work with the division to develop the process maps for the current processes and procedures. This task effort will benchmark other agencies to understand how other agencies manage and staff off-hour incident response services and evaluate our findings for efficiencies. Some of the things we will want to discuss may include, but is not limited to the following:

- Discuss and develop list of benchmarking opportunities regarding the stand-by/on-call procedures, or various workflow processes.
- Discuss the opportunity to include the other tasks identified in the RFP in the benchmarking effort.
- Draft a script for MCDOT staff for review & approval.
- Suggest a letter from MCDOT to the benchmarking agency as an introduction and to understand the team’s intentions.
- Establish a schedule to be reviewed and approved by MCDOT for meeting with benchmarking agency managers.

- Develop a summary of the results of the benchmarking effort.
- Begin initial discussions of the draft recommendations for stand-by and on-call staffing.

BEGIN INITIAL DISCUSSIONS OF TASK #3 – DRAFT RECOMMENDATIONS DEVELOPMENT

Information Gathering Workshop Phase - Our suggestion is to have multiple workshops to include Operations and Maintenance staff, and consultant staff. The actual workshops will be identified based on the data obtained during the initial consultation meeting and the existing conditions analysis. These workshops will allow us to work in an open and collaborative manner to achieve success. Our goal with the initial workshops will be to use the value methodology along with other communication, problem solving, and creative tools to:

- Engage the participants,
- Encourage open and honest communication,
- Understand and focus on the goals and objectives of the current processes and procedures

We will use the workshops to gain as much information as possible from the operations and maintenance staff as to the current processes and procedures related to:

- Current challenges
- Potential missing processes and procedures
- Current processes and procedures that are working well and what specifically has led to the success
- Finalize the process maps from the established “straw man” process maps of the actual process steps

MIDPOINT REVIEW

Once this effort is complete, the team will identify and document the processes and procedures. The team will meet with the Division Manager and Superintendents to discuss progress and best practice documentation that exists with other comparable maintenance organizations. This effort shall include all correspondence, meeting (electronic or in-person), preparation and documentation time necessary to complete the task. This shall be completed within four weeks of completion of task 1.

PROCESS/PROCEDURES IMPROVEMENT WORKSHOPS

Once the Division Manager and Superintendents have provided direction, our team suggests a second round of meetings to brainstorm potential improvements for processes and procedures. This will include off-hour incident response staff and consultants, as necessary. This will help ensure that staff participates, not only in the

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initial identification of issues and concerns, but also to provide alternatives, innovations and ideas for improving the processes and procedures. These individuals work with these every day, they have a vested interest in their successes as it relates to the success of the organization but also improves their ability to succeed individually in their day-to-day activities. This will also help to ensure “buy in” once changes to the processes and procedures need to be implemented. Staff members who are involved with the changes will be more apt to help to implement the changes.

TASK #3: DRAFT RECOMMENDATIONS DEVELOPMENT

Task 3 is a meeting with the Division Manager and Superintendents to discuss the results of benchmarking. This discussion will include strategies and techniques used by other agencies that would be beneficial to MCDOT. Draft recommended changes to MCDOT’s stand-by and on-call staffing plan will be developed and discussed with the Division Manager and Superintendents on a bi-weekly basis. This effort shall include all correspondence, meeting (electronic or in-person), preparation and documentation time necessary to complete the task. Task 3 will be completed in 4 weeks from completion of task 2.

TASK 3 DRAFT RECOMMENDATIONS DEVELOPMENT

- Meet with Division Manager and Superintendents to discuss results of benchmarking.
- Identify strategies and techniques used by other agencies that would be beneficial to MCDOT.
- Develop a draft of recommended efficiencies to MCDOT’s stand-by and on-call staffing plan.
- Meet with the Division Manager and Superintendents on a bi-weekly basis to discuss progress.
- Identifying the existing work breakdown structures listings
- Identify any missing work breakdown structures
- Begin initial discussions of task 4 developing proposed procedures for each activity and task identified.

TASK#4: FINAL RECOMMENDATIONS

Task 4 is the final recommendations for the stand-by and on-call staffing to be implemented by MCDOT. This effort shall include all correspondence, meeting (electronic or in-person), preparation and documentation time necessary to complete the task. Task 4 will be completed in 3 weeks from completion of task 3.

TASK 4 FINAL RECOMMENDATIONS

- Meet with the Division Manager and Superintendents to review MCDOT’s comments on the draft recommendations.

- Based on the feedback received on the draft prepare the final recommendations.

Function Analysis Phase—Function Analysis will be performed to continue to aid the study team in understanding all of the “functions” related to a fully functioning standby and on-call staffing plan. This will ensure that the current program includes all of the appropriate elements and/or eliminate unwanted elements within the program. We will then update the process map to show a fully functioning program.

Creativity—The study team will discuss the various steps to the program and identify current challenges and opportunities within the process. We believe it will be important for internal staff to participate in this effort to help insure “buy in” of the process but also to listen to not only their concerns and issues, but to provide ideas and opportunities for improvement. The team will brainstorm opportunities for improving the program/process. This will also include obtaining Best Management Practices from other programs.

- ▶ **Duration** – this task will be able to be accomplished in a short amount of time, since it will be accomplished in a workshop setting.
- ▶ **Development** – The information obtained and developed in the previous steps, will allow us to begin to develop final recommendations for standby and on-call staffing to be implemented by MCDOT. We will meet with the Operations Manager and Superintendents to discuss the Implementation Plan.
- ▶ **Duration** – Final recommendations for standby and on-call staffing will be completed within three weeks from the completion of task 3.
- ▶ **Implementation Plan** – The team will meet with Operations Division Manager and Coordinator to review the draft implementation plan to determine the disposition of the various tasks and approaches. The various elements will be reviewed against the established Performance Attributes and the final implementation plan will be developed, including prioritizing the changes. Of additional importance will be the need to develop a “roll-out” plan to staff and engage them in the final roll out of the program.
- ▶ **Duration**—The meeting with Operations will occur within 2 weeks of completion of the draft implementation plan. The final plan will be developed within 2 weeks of this meeting.
- ▶ **Implementation Follow-up** – The team will work with the coordinator to help outline the implementation approach as well as provide executive coaching to assist with the internal implementation activities.

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- ▶ **Duration** – A preliminary meeting will occur with the Coordination to develop a plan for implementation as well as a schedule for roll-out. A schedule will also be developed for coaching the coordinator in helping with the implementation.

MAJOR ISSUES AND OPPORTUNITIES

While we know of no major issues at this time we can anticipate some examples from our past experience. Listed below are some of the key challenges we anticipate facing, why they may be an issue, and our approach we will take to address them.

- ▶ **Providing Value** – This is the first question that can be asked about undertaking any of these assignments. Will MCDOT OPS, its stakeholders, and the Public benefit from this and how? We need to anticipate what will be considered a relevant metric to measure and how much is considered significant change. Our answer to this is to use the value methodology which forces the participants to focus on the goals and objectives when considering the relevance of potential process improvements. We will also provide value by tailoring our approach, combining tasks, and performing certain work tasks concurrently.
- ▶ **Understanding MCDOT OPS' Goals and Objectives** – We must be clear about what MCDOT needs us to address, otherwise we could be wasting everyone's time. We will always start with a verification of the key performance attributes desired and document those as a first step during scoping and scope verification.
- ▶ **Communication** – As mentioned earlier, Communication is critical. We will be flexible and make sure we have face to face meetings early on to develop the best understanding of goals, objectives, and to build team Rapport. We will document all meetings focusing on decisions and action items. Once we are into the project, we can use audio – visual communication to keep communication high but respect MCDOT OPS schedules. This is always a potential challenge on any project
- ▶ **True understanding of the internal process** – This will come from our meetings with MCDOT staff where we will review or map out the existing procedures. We expect that many processes are already documented but will check to see if they really are being executed as documented or if they are actually being done differently. In either case, when we are done, we will have an accurate idea of the key processes so we can make an accurate assessment.
- ▶ **Coordination** – with Team members, stakeholders, external agencies (Best in Class) is critical. The more people we will have to coordinate with, the harder it will be to get time scheduled on calendars and to get important input. We will schedule meetings well in advance make the best use of everyone's time when meeting. Agendas in advance, facilitated workshops, and distribution of minutes with follow-up action items are some of the keys to effective and efficient coordination.
- ▶ **Appropriate "Best in Class" comparisons** – If the existing processes are benchmarked against an agency that does not have the same issues (Climate, standards) and goals (customer focus) as MCDOT, we cannot necessarily compare MCDOT's processes to theirs. We could do so, but must also account for potential unintended consequences or negative effects that may arise. Our approach is to come with suggested benchmarking agencies, with individual best in class processes, and get concurrence from MCDOT OPS on their relevance. At the same time, we expect OPS may have some suggested agencies What will be critical is concurrence from Division manager. We will bring our own list of agencies in the southwest and arrive at mutually agreeable benchmarks for MCDOT OPS.
- ▶ **Implementation** – Beginning with the end goal in mind, effecting improvement through verification of best practices or change, verification of practices is much easier than change. The key to change is buy-in that it is worth the effort to change. We need to have the rights goals and the right objectives, to get the right process. We also need to understand the culture and talent at MCDOT to know what changes are realistic to affect process improvement in the OPS Division.

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ASSUMPTIONS

Listed below are our assumptions that we made in formulating our response. They are broken down into 4 categories; general assumptions and assumptions for the Task 1, Task 2, and Task 3 Deliverables.

General Assumptions

- We will be able to implement the value engineering methodology to facilitate completion of the process improvements. Key Tasks that can be facilitated include the Data Collection, understanding of processes, establishment of benchmarks, and development of process improvements.
- We will be able to take advantage of the management and communications skills of our Team to reduce the amount of staff time at various meetings and work sessions for this project.
- Some of our progress meetings will be held using video conferencing or other remote technologies.
- Specific Assumptions for the three major tasks in the Request for Proposal

Adopt-A-Highway

- Task 2.1.1.4 – Benchmarking – We assume we will have four outside agencies we will interview up to 4 hours each and glean information for benchmarking. These agencies may include ADOT, Phoenix, and Pinal and Pima Counties.
- It may be possible that we may also benchmark these agencies for other tasks you assign to us so we may interview them for more than one issue.
- Potential New Task - We will do a business case analysis to understand what the cost is for MCDOT's Adopt- A-Highway program. This will be evaluated against its benefits (reduced maintenance, PR, environmental stewardship, etc.)

MCDOT Field Procedures Manual

- Task 2.1.2.4 – Existing Conditions Analysis – We assume there will be 6 key staff members that we will interview to glean information about the existing procedures that are not currently documented. This can happen at the information phase of our workshop.
- Task 2.1.2.5 –WBS and outline Development - We will be developing a work breakdown structure and process map for 25 activities. This is based on our experience working with field crews.
- New task – We can to provide benchmarking information from other agencies about Field Procedures and processes that could be considered by MCDOT.

- Task 2.1.2.6 – Procedures Development – We will write procedures for 25 activities. We will be able to combine some of our efforts for this task with Task 2.1.2.5.

MCDOT Standby On-Call Procedures Or Various Work Flow Processes

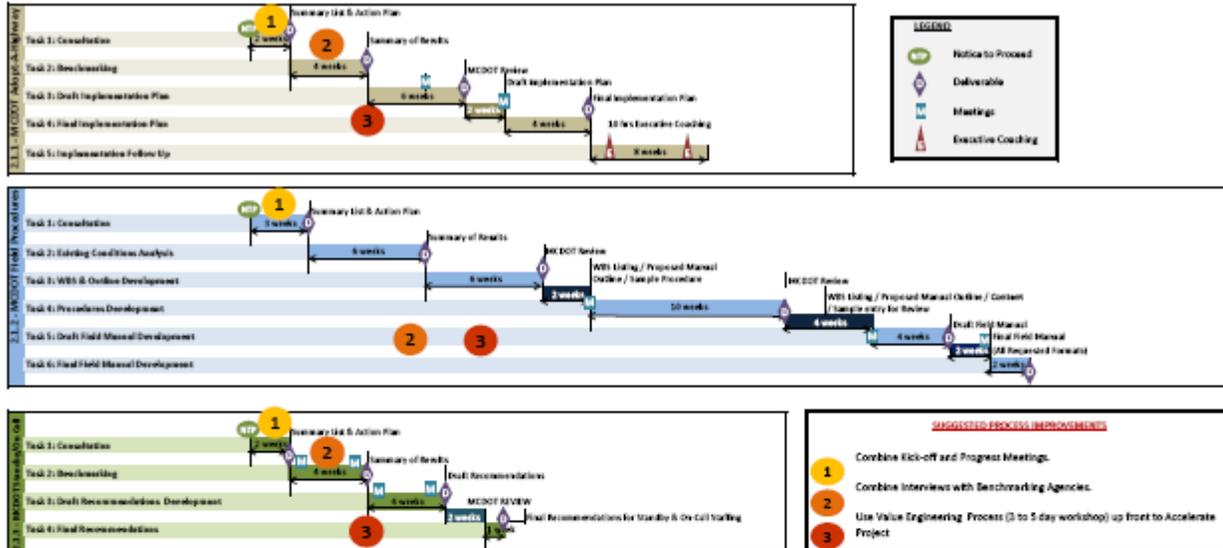
- Overall – This task is very similar to task 2.1.1 so we will be able to take advantage of economies of scale to save effort for MCDOT and our Team. We can combine the kick off meetings, process understanding, benchmarking, progress submittals, reviews, and process mapping.
- Task 2.1.3. – Existing Conditions Analysis – We assume there will be 6 key staff members that we will
- Task 2.1.3.4 – Benchmarking - We assume we will have up to four outside agencies we will interview up to 4 hours each and glean information for benchmarking. These agencies may include ADOT, Phoenix, and Pinal and Pima Counties. Whomever we choose for benchmarking, we will be able to use the same agencies we will use for task 2.1.1.4.
- Potential New Task – We can do a business case analysis to understand what the cost is for MCDOT's use of Standby/on-call procedures. This will be evaluated against alternative options of reducing completely to Standby or deferring all but emergency work to regular maintenance crews. A cost comparison would be made and weighed against the risks of not meeting MCDOT OPS Goals and Objectives (Safety, public perception, etc.)

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ABILITY TO PERFORM

SCHEDULE MANAGEMENT

Shown above is a schedule of the three example tasks. It is based on the criteria in the RFP. While we are skilled at all the latest in project scheduling techniques and will apply those to effectively manage the tasks we are awarded, we also must demonstrate to you that we have the Team capacity and approach to do so. Although it is not clear whether these three tasks will be coincident or sequential, we assumed for demonstration purposes that they are coincident and all start at approximately the same time. With this assumption, we demonstrate our ability to perform below.

We will take advantage of the depth and diverse experience of our Team to meet your needs to manage and ensure quality throughout the process.

We will do this by having depth at project management, subject matter expertise, and administrative support. As shown in our proposal team resumes, we have several process specialists (Bonar, Hoekstra, Miller) and several subject matter experts (Bonar, Acuna, Linck, Colland, Christensen and Francetic) and depth at administrative support (Hoekstra, Miller, Michelson, and Brown), all critical skills in delivering this project. We will also take advantage of this fact by approaching this in the following manner.

Although Mike Bonar is the primary project manager and will be the Client Manager, he can be supported by Renee and Ray in management of all three tasks if performed concurrently. We propose that Mike provides the Project management and is responsible for overall QA/QC (supported by others on the Team), then Renee can take the management lead on one task and Ray can lead the other.

At the same time, Renee's greatest strengths for providing value are in process identification and improvement. Correspondingly, Rays greatest strengths are as a subject matter expert, able to understand existing processes and external processes providing relevant Best in Class information used for benchmarking.

The application of leveraging the Team's skill set would mean that Renee is Deputy PM for the Adopt-A-Highway program and Ray will be the Deputy PM for the development of the Field Procedures manual. By structuring our approach this way, we can have one person cover the management, information gathering, process development, and submittal review meetings which will be a much more efficient process. This approach is unique to the Entellus team because it springs from taking advantage of the Team's skill sets and experience to provide the best value to MCDOT.

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One other advantage of the Team is that we have the ability to support MCDOT in its efforts to implement its new Asset/ Maintenance management System through data verification , collection or input. This is another example of how we are aware of MCDOT OPS needs and are ready and willing to support you in achieving your performance goals and objectives.

QUALITY CONTROL METHODS

The definition of a quality product is unique to every job and is defined by the Owner.

We know we can meet your goals with the highest quality by executing our established and proven quality control process that is called, "The Entellus Way." This process is always tailored for every project but basically includes having a solid work plan with a work break-down structure, providing specific assignments to experienced staff, and assign quality control and checking by someone with equal or higher capability. It is just that simple but must be set up and executed. For this project, we will develop a detailed work plan, set up and maintain very tight document control, and incorporate stakeholder and Entellus Team member expertise, to ensure the highest quality document.

More specifically, our work plan will begin with a detailed work breakdown structure for the project. We have already suggested some scope modifications that we will verify with you at the internal goal verification and scoping meeting. This chance for a dialog up front will be our opportunity to discuss in detail how we will get this done and also allow us to delete effort and tasks that are non-essential. Renee Hoekstra will make sure we are all communicating properly and that we have included only those tasks and efforts that provide value and quality.

Proactive Document Control makes achieving quality a lot easier. Jen Michelson will be in charge of document control and will set up many safeguards for maintaining quality. The documents will be in Microsoft Word 2007. We will begin by establishing the format. We will use track-changes as we develop each submittal and archive the track-change documents. This will tell the story of when things were changed and by whom. By controlling the flow of information and having it in the same format will simplify confusion, reduce time and effort, and produce the highest quality product.

Finally, the King's English and grammar must be used for every submittal. We will use the spell-check feature of Word to a degree but the technical understanding must be apparent and ultimately the proper grammar and format must be reflected in the documents.

The proper use of document control will not only provide quality documents but it will allow the process to be cost-effective.

COST

Entellus' Cost (Pricing) is included in Attachment A of our Electronic Offer Response.

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QUALIFICATIONS

TEAM EXPERIENCE AND QUALIFICATIONS:

The following three projects have been awarded to the Team for services within the last three (3) years.

2014 PUBLIC WORKS AND ENGINEERING STANDARDS

CLIENT NAME: Town of Gilbert
CLIENT CONTACT: Tom Condit **PHONE:** (480) 503-6815 **EMAIL:** tom.condit@gilbertaz.gov
AWARD DATE: June 2013 **STATUS OF COMPLETION:** 50% **ESTIMATED COMPLETION DATE:** December, 2014

PROJECT DESCRIPTION: Entellus was selected to provide The Town of Gilbert a major update to their existing Public Works and Engineering Standards and Details by developing an integrated Engineering Design and Construction Standards Manual. The Manual will set forth the minimum requirements for the construction of, and improvements to: public and private streets; water, sewer, and reclaimed water utilities; storm water systems; placement and operation of any other structures within Gilbert rights-of-way and easements, including streetlights and traffic signals; and all excavation and grading within Gilbert. The Manual will also establish uniform criteria to guide Gilbert’s own construction and improvement within Gilbert rights-of-way and easements. The Manual shall reflect the following key goals:

- Incorporate input from key stakeholders: designers, consultants, contractors, outside agencies, and internal (Gilbert) divisions / departments;
- Provide infrastructure requirements that promote a safe, reliable, and livable community;
- Document and Update Plan Review Process and include hot links to website in manual;
- Develop clear and concise, user-friendly documents that are easy to follow, easy to understand, and easy to use;
- Provide for cost-effective construction, while balancing initial cost considerations with long-term maintenance requirements, operability, and public safety;
- Be compatible with regional Maricopa Association of Government documents, while incorporating local and preferred deviations from regional standards;
- Avoid duplication with and repetition of other Gilbert regulations, codes, forms, checklists, and standards. Where appropriate, reference outside documents.

SERVICES INCLUDED:

- ▶ Kick off Meeting
- ▶ Establishing Best-in-Class Criteria
- ▶ Coordination Meetings
- ▶ Data Collection and Analysis
- ▶ Initial Recommendations
- ▶ Prepare Draft Manual
- ▶ Stakeholder Input and Meeting
- ▶ Prepare Response to Stakeholder Comments
- ▶ Revise and Update Manual
- ▶ Stakeholder Input & Meeting
- ▶ Prepare Draft-Final Manual
- ▶ Prepare Final Manual
- ▶ Submittal of Deliverables
- ▶ Project Management

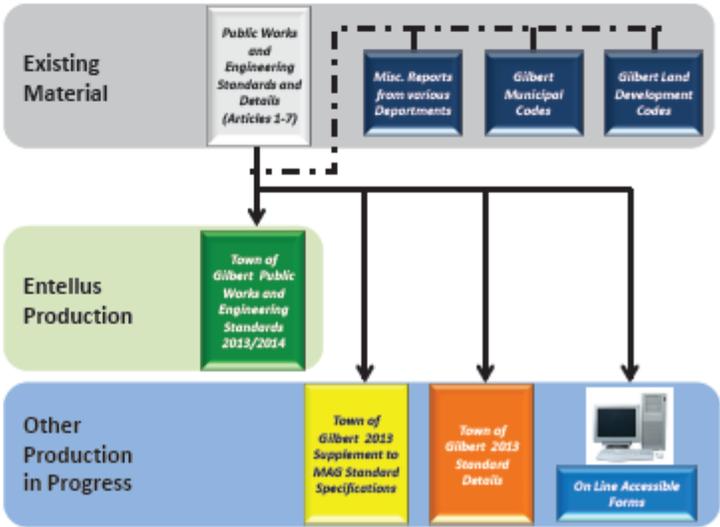


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ON-CALL VALUE ASSESSMENT AND TRAINING SERVICES

CLIENT NAME: CALIFORNIA DEPARTMENT OF TRANSPORTATION (Caltrans)
CLIENT CONTACT: Troy Tusup **PHONE:** (916) 653-3538 **EMAIL:** TTusup@dot.ca.gov
AWARD DATE: May, 2010 **STATUS OF COMPLETION:** 100%
ESTIMATED COMPLETION DATE: June 2011 (three year contract extended one additional year)

PROJECT DESCRIPTION: RHA was selected to provide value engineering services for a 3-year contract, which was extended for a 4th year for \$1,000,000.

SERVICES INCLUDED: This contract includes providing contract management, providing technical team members, as necessary, and CVS team leaders. Additionally, RHA provided training for the Module I and Module II certification courses, introduction to VE training, internal team member training on how to be a more effective team member and sponsor training on the VE requirements for FHWA. This contract was for all business process improvement studies. Draft and final reports were completed for each study as well as project synopses.

SAMPLE STUDIES COMPLETED INCLUDE:

▶ **PID VA PROCESS IMPROVEMENT STUDY CALTRANS HEADQUARTERS**

The team used the VA job plan to work through the various issues for the PID process. This included developing performance measures that will be used during the pilot program to ensure that the program, as established, is working as desired. The performance attributes include; Timeliness, Quality Documents from the Sponsors, Quality Reviews, Level of Effort, Customer/Stakeholder Satisfaction; Meet Requirements and Effective Risk Management.

▶ **CALTRANS GIS CORPORATE STRUCTURE PROCESS STUDY**

The team was given direction to look at the overall GIS Corporate Structure as well as how to improve the current approaches related to GIS activities. The process improvement is to provide an effective Department-wide GIS framework that would decrease the cost of data maintenance, avoid duplication of data collection and management, and potentially reduce the amount of resources expended by different GIS staff, by developing data standards, building new storage methods, modifying original data, managing inconsistent data, etc. The recommendations were categorized as High, Medium and Low priorities. This process also included an implementation phase with a select team from the original VA study team, to take the recommendations from the High priority category and develop the information further. This included re-drafting the Deputy Directive, drafting job duty descriptions, re-chartering the GDMC as well developing some of the tools identified to improve processes for GIS within the Districts and Headquarters.

▶ **CALTRANS DOCUMENT RETRIEVAL SYSTEMS (DRS) PROCESS STUDY**

This VA study was undertaken to (1) assess existing policies and business practices as they relate to DRS, including roles and functions of staff in Headquarters and Districts, and (2) how the future of DRS should evolve. A follow-on study was conducted to quantify, to the extent possible, the value of DRS to the Department, and monetary impacts of implementing or not implementing the VA team's proposed changes. In addition, the VA team was asked to consider the Bridge Inspection Records Information System (BIRIS) owned and maintained by Office of Structure Maintenance & Investigations (OSMI), and used by the Division of Engineering Services (DES) to archive structures as-built files, and whether those as-builts should remain in BIRIS or be moved to DRS.

- ▶ **BRIDGE DESIGN DELIVERY PROCESS FOR DISTRICT**
- ▶ **PUBLIC & STAKEHOLDER OUTREACH PROGRAM**
- ▶ **DESIGN/BUILD PROCESS**
- ▶ **DISTRICT 11 FLEXIBLE RESOURCE OUTSOURCING PROCESS**
- ▶ **BICYCLE LANE INTEGRATION WITH TRAFFIC INTERCHANGES**
- ▶ **VEGETATION CONTROL PROCESS**
- ▶ **DISCOVERY OF UNDERGROUND UTILITIES**
- ▶ **HAZARDOUS MATERIALS STATEWIDE**
- ▶ **REDUCING RESPONSE TIME STATEWIDE**
- ▶ **IRG PROCESS TRAFFIC IMPACT STUDIES**



EXHIBIT B
INTENT / SCOPE OF WORK



Maricopa County

Bid 13161-RFP

MCDOT: OPERATIONS ON-CALL CONSULTANT

FCDMC BEST PRACTICES AND STAFFING STUDY

CLIENT NAME: Flood Control District of Maricopa County (FCDMC)
CLIENT CONTACT: Simon Carter **PHONE:** (719) 235-0946 **EMAIL:** scarr@deltasands.com
AWARD DATE: 2013 **STATUS OF COMPLETION:** 100% **ESTIMATED COMPLETION DATE:** N/A

PROJECT DESCRIPTION: The FCDMC contracted an independent, private company to conduct an assessment of its organization, staffing, practices and procedures to ensure it remains responsive to its clients, identifies new and innovative means for improvements and continues to earn the public’s trust and confidence in the future. Some of the components of the assessment included comparison and “benchmarking” of current FCDMC practices and processes with other similar flood control districts in the southwest region of the U.S. Identification of current best practices in all areas of District operations, conduct surveys and interviews to collect and document staff and stakeholder input and comments. Provide recommendations on improving service to FCDMC’s customers.

SERVICES INCLUDED:

- A comprehensive, strategic staffing analysis and assessment of FCDMC’s entire operation to determine the appropriate and efficient number, level, and deployment of District staff.
- Comparison and “benchmarking” of current FCDMC practices and processes with other similar flood control districts in the southwest region of the U.S.
- Identification of current best practices in all areas of District operations.
- Review of applicable federal, state laws, regulations, as well as County and District policies and procedures.
- Assessment of the management process to ensure taxpayer-generated levy revenues are tracked and managed appropriately.
- Conduct of surveys and interviews to collect and document stakeholder input and comments to assess and provide recommendations on improving service to FCDMC’s regulatory customers.

**EXHIBIT B
INTENT / SCOPE OF WORK**



Maricopa County

Bid 13161-RFP

MCDOT: OPERATIONS ON-CALL CONSULTANT



PROPOSED PROJECT MANAGER

Michael J. Bonar, PE, MBA, AVS

Mr. Bonar is President of Entellus and has over 30 years of management and design experience. As one of seven working principals at Entellus, he relies on his experience to manage key projects for Entellus' clients. These projects are both in the public and private sectors, and typically include heavy infrastructure planning or development. Types of projects include: transportation and utility infrastructure, water resources, recreational facilities, industrial site permitting and improvements, and commercial site development. Mr. Bonar is responsible for coordination with the client and other affected agencies, utilities, and also with the public. He is an excellent communicator and has been responsible for the planning, coordination, and presentation to the public on several large projects. Mr. Bonar is responsible for overall client satisfaction and internal quality control procedures and, to that end, ensures the required staffing and resources for projects are provided and that quality procedures are utilized. He provides regular reviews of schedule and budget, participates in the regulation of quality control, and handles contractual matters.

PROFESSIONAL REGISTRATIONS:

Civil Engineer, AZ, 20321
Architectural Engineering, AZ, 51995
Civil Engineer, UT, 7810549-2202

Associate Value Specialist (AVS)
#201206034

EDUCATION:

MBA, Project Management,
Arizona State University

BS, Civil Engineering,
Purdue University

RELEVANT QUALIFICATIONS: Project Manager on key projects including process improvement, design standards, roadway and other transportation projects. Also Municipal Engineer at City of Mesa, working on roadway maintenance projects.

CURRENT & POTENTIAL TIME

COMMITMENTS: 25 %

AVAILABILITY TO MCDOT: 50 %

PROFESSIONAL ASSOCIATIONS MEMBER OF: AACE, APWA, AZ WATER, ACEC, AFMA, SAVE, ASCE, ITE

SPECIFIC DUTIES AND EXPERIENCE RELEVANT TO THIS CONTRACT:

- ▶ City of Phoenix Water Services Advisory Panel Member - Mr. Bonar was appointed (ad hoc) to the City of Phoenix Water Services Advisory Panel in 2012. This on-going panel was formed to oversee the implementation of process improvements identified in the 2012 Efficiency Study for City of Phoenix's Water Services Department. This included operational and budget improvements. Such as: Call Center improvements, study of on-call versus reduced crew emergency response, energy consumption reductions, and bench marking against best in class water utilities in United States.
- ▶ Mr. Bonar served on various APWA of Arizona committees beginning in 1995 and was on the Board of Directors from 1999 to 2005. He served as President of the APWA AZ chapter in 2005. This experience has provided Mr. Bonar with an understanding of what is required for the leadership of volunteer stakeholders, presentation/communication skills; he made over 10 presentations to Municipal and County Agencies' Councils as part of the chapter's 50th Anniversary.
- ▶ Mr. Bonar served on various committees and was on the Board of Directors for the American Council of Engineering Companies (ACEC) of Arizona from 2002 to 2012. He was President in 2011. This experience provided Mr. Bonar with an understanding of the engineering, municipal contracting, architectural, and other professions related to engineering.

EXHIBIT B
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MCDOT: OPERATIONS ON-CALL CONSULTANT

SIMILAR PROJECTS/PROFESSIONAL REFERENCES:

- **TOWN OF GILBERT PUBLIC WORKS AND ENGINEERING STANDARDS 2014 UPDATES**
Reference: Tom Condit (480) 503-6815 Email: tom.condit@gilbertaz.gov
- **CITY OF MESA STORM DRAIN MASTER PLAN, 2010 UPDATE TO ENGINEERING AND DESIGN STANDARDS**
Reference: Gordon Haws (480) 644-3380
- **CITY OF AVONDALE 2008 GENERAL ENGINEERING REQUIREMENTS (GER) AND SUPPLEMENTS TO MAG**
Reference: Paul Lopez (623) 333-4219
- **PINAL COUNTY 2006 UPDATE TO SUBDIVISION ORDINANCE AND PREPARATION OF INFRASTRUCTURE/SUBDIVISION DESIGN STANDARDS**
Reference: Lester Chow (520) 866-6411
- **FLOOD CONTROL DISTRICT MARICOPA COUNTY DAM SAFETY CMAR NEGOTIATION PROCESS DEVELOPMENT**
Reference: Sam Sherman (602) 506-1501

ENGINEERING AND DESIGN STANDARDS

The City of Mesa retained Entellus to evaluate the City's 1999 Storm Drain Master Plan. As part of its preparation, Entellus provided recommendations and final updates to the City of Mesa Engineering and Design Standards 2005. Entellus reviewed the City of Mesa's current Drainage Standards and Drainage Regulations. The review of the drainage regulations were a comparison of Mesa's requirements with nearby communities identifying differences and areas where Mesa requirements were considered more or less restrictive. Entellus also evaluated the feasibility for utilizing "Green" infrastructure that may help them meet their MS4 NPDES permit requirements. Additionally, Entellus reviewed Mesa's drywell policy and design requirements in comparison to those of surrounding communities. Entellus developed the revised standards and wording that were incorporated into the City of Mesa Engineering Design Standards immediately as an addendum. Ultimately, these recommendations and updates became part of the 2012 update to the Engineering Design and Standards Manual.

**2008 GENERAL ENGINEERING REQUIREMENTS (GER) & SUPPLEMENTS TO MAG
AND 2013 UPDATES TO SUPPLEMENTAL DETAILS TO MAG**

Entellus was retained by the City of Avondale to update the 1997 and 1999 Engineering Design Standards and Construction Specifications, respectively. The General Scope of Work included data collection, coordination, development of Engineering Design Standards, to prepare the General Engineering Requirements (GER) Manual, and the supplements to the MAG Specifications and Details. The Scope of Work also included coordination with a group of stakeholders from the Engineering community and local home builders. The final deliverables converted the two previous manuals into three separate manuals: The General Engineering Requirements, the Supplement to the MAG Standard Specifications, and the Supplement to the MAG Standard Details. We collated and addressed over 450 comments from stakeholders, which ultimately led to the approval of the General Engineering Requirements in December of 2007 and adoption of the Supplements to MAG Details in 2008. This process was originally to be completed in seven months but ultimately took thirteen months due to a delay in response from key internal stakeholders and a requested change in format by the City of Avondale approximately six months into the process. As part of this process, Entellus coordinated closely with Assistant City Manager David Fitzhugh, Avondale Project Managers Scott Tkatch and Paul Lopez, the Avondale City Manager, Avondale City Engineer Carnell Thurman, and internal and external stakeholders. Entellus has recently been requested by the City of Avondale to provide further assistance to update Avondale's 2013 Supplement to MAG Standard Details through an On-Call contract Entellus has with the City.

**EXHIBIT B
INTENT / SCOPE OF WORK**



Maricopa County
MCDOT: OPERATIONS ON-CALL CONSULTANT

Bid 13161-RFP

PROPOSED TEAM MEMBERS



Renee L. Hoekstra, CVS®

Deputy Project Manager

PROFESSIONAL REGISTRATIONS:
Certified Value Specialist (CVS)
20030602

EDUCATION:
Continuing education in Project Delivery, Life Cycle Cost Analysis, Risk Assessment

RELEVANT QUALIFICATIONS:
22 years facilitating team integration/performance/value improving workshops. Over 1900 process and project studies for government agencies nationally and internationally.

CURRENT & POTENTIAL TIME COMMITMENTS: 60 %

AVAILABILITY TO MCDOT: 40 %

Ms. Hoekstra is Managing Partner of RHA, LLC and a Certified Value Specialist (CVS®). She has been providing all program development, training and facilitation services for process and project studies for value analysis/engineering, risk analysis, life cycle costing cost/benefit analysis and partnering for the past 22 years and has led over 1900 studies with teams. Renee has extensive experience in working with agencies leading internal development teams and process improvement teams, including work with MCDOT, FCDMC, Pinal County, /City of Phoenix, ADOT, USACE, Caltrans and KYTC. Renee also extensive experience training public employees including PMI courses, value methodology, risk analysis, life cycle costing, cost/benefit analysis, communication, team development, leadership and several others.

Renee’s transportation and related experience is quite extensive and she understands many of the challenges, facing agencies in managing their operations. This experience includes completing process value analysis workshops, risk analyses and partnering for construction. These varied experiences allow her to better lead the various teams by understanding the operational challenges, risks and opportunities.

SPECIFIC DUTIES AND EXPERIENCE RELEVANT TO THIS CONTRACT:

- ▶ MCDOT Project Delivery Process Improvement Study – The current process was identified as not consistently or efficiently delivering the TIP Program to the minimum of 85% of infrastructure projects and budget. The goal of the study was to develop one connected, documented and accountable process that supports internal collaboration and quality hand-offs to provide a consistent delivery process. The new process outcomes helped to: Identify potential risk; Communicate and articulate MCDOT priorities to others; Increase internal communication; Increase external communication; and Increase tools to measure success and accountability
- ▶ Four-year contract with Caltrans for internal process/procedure improvement studies

SIMILAR PROJECTS/PROFESSIONAL REFERENCES:

- **PID PROCESS IMPROVEMENT, DIVISION OF DESIGN CALTRANS – HEADQUARTERS (SACRAMENTO, CA)**
Reference: Mary Beth Herritt (916) 653-4166
- **STAKEHOLDER AND PUBLIC INVOLVEMENT PROCESS CALTRANS – HEADQUARTERS (SACRAMENTO, CA)**
Reference: Troy Tusup (916) 653-3538
- **MCDOT PROJECT DELIVERY PROCESS IMPROVEMENT VA STUDY**
Reference: Al Kattan (602) 506-4618
- **KYTC HEADWALLS STANDARDS PROCESS IMPROVEMENT (FRANKFORT, KY)**
Reference: Brent Sweger (502) 564-9900
- **HAZARDOUS MATERIALS DESIGN DELIVERY PROCESS VA STUDY (SACRAMENTO, CA)**
Reference: Jim Davis (916) 227-8728

**EXHIBIT B
INTENT / SCOPE OF WORK**



Maricopa County

Bid 13161-RFP

MCDOT: OPERATIONS ON-CALL CONSULTANT

MCDOT PROJECT DELIVERY PROCESS IMPROVEMENT VA STUDY

The process was identified as not consistently or efficiently delivering the TIP Program to the minimum of 85% of infrastructure projects and budget. The goal of the study was to develop one connected, documented and accountable process that supports internal collaboration and quality hand-offs to provide a consistent delivery process. So many process improvement changes had been occurring throughout MCDOT on numerous occasions. Staff members were frustrated and not exactly on board with one more process improvement study. In order to help bring about more communication and allow a “venting” process by the project management staff prior to the study, two separate ½ day workshops took place to discuss challenges, frustrations, and objectives of the study. Upper management also provided their input and direction as well. Once the study began, the team mapped the entire project delivery process and then went back and tied timelines to the various process steps. It was determined that the entire time it took to deliver a project was unacceptable. The team then identified areas within the existing process where there were challenges and concerns. The study team came up with 34 Alternatives that were suggested improvements to the existing process. A formal implementation meeting was facilitated by RHA where the 34 Alternatives were provided and comments were discussed and added to the implementation sheets that had been provided in the preliminary report. 26 Alternatives were Accepted, there was one Conditionally Accepted and 3 were Rejected. Time frames were developed and lead individuals were identified to carry the alternative through final completion.

HAZARDOUS MATERIALS DESIGN DELIVERY PROCESS STUDY

The overarching goal for the hazardous material process is to ensure that all employees, contractors, consultants and the public remain safe during all phases of a project including planning, project delivery, construction and maintenance. The VA team was charged with some very specific goals and objectives. These included recommending a corporate and line function organizational structure(s) that is responsible for establishing and implementing policy and procedures related to the health and safety in handling hazardous materials. This VA process team was responsible for recommending where the development, monitoring and maintenance of hazardous material policies and procedures should reside within Caltrans. This does not include the actual Maintenance Division of Caltrans as they have an established and successful approach to Hazardous Materials related to incident response. This VA team was also responsible for discussing the existing process and to identify areas where process elements, steps and gaps occurred. It was determined that there is no “standard” process used across the state. It was further discovered that each District and Headquarters uses, manages and monitors the hazardous material process differently. The team developed a “straw man” process map which represented what the team thought the process should look like. This helped the team to further discuss the challenges and gaps that exist in the current process. This process map is in no way a complete process, as there are many steps and key decision points that are not included. It was not this team’s responsibility to define a complete process. The VA team made a recommendation during the presentation for the Process Control (ownership) goal as to three competing Alternatives. The team recommended that the “ownership” of the hazardous material process should be adopting the alternative which is for the Districts/Regions to manage the hazardous material portions of the projects but that the Environmental Division at Headquarters would be responsible for managing and owning all of the statewide policies and procedures. Additional alternatives that were presented included a suite of tools to help improve and manage the entire hazardous material process on a statewide basis.

EXHIBIT B
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Maricopa County
MCDOT: OPERATIONS ON-CALL CONSULTANT

Bid 13161-RFP



Raymond U. Acuña, PE

Senior Technical Advisor

PROFESSIONAL REGISTRATIONS:

Civil Engineer, AZ, 20877

EDUCATION:

BS Civil Engineering,
Arizona State University

RELEVANT QUALIFICATIONS:

In the five years that Mr. Acuña has been in private practice as a civil engineering consulting firm he has provided public works management expertise with his experience in public works planning, design, construction/management, intergovernmental relations, and working with citizen groups and elected officials on major public works impacts. This includes conducting assessments of organizational practices, policies and stakeholder/customer relations with current Best Practices.

CURRENT & POTENTIAL TIME

COMMITMENTS: 25 %

AVAILABILITY TO MCDOT: 50 %

Mr. Acuña has 30 years of experience in the public sector. This experience includes Public Works/Transportation project planning, programming, budget management, design, construction, street maintenance and administration/personnel management as a supervisor and executive manager for the City of Phoenix.

In addition, he has worked in the private sector for the last five years and is currently the President of ACE Solutions LLC, an engineering consulting firm providing small and large communities with engineering and management services. He has recently completed an interim assignment as the City Engineer/Assistant Development Director for the City of Maricopa, Arizona. He was the subject matter expert for a team contracted by Maricopa County to conduct a benchmarking and best practices assessment as part of the Flood Control District of Maricopa County Best Practices and Staffing Study.

SPECIFIC DUTIES AND EXPERIENCE RELEVANT TO THIS CONTRACT:

- ▶ **Deputy Street Transportation Director, City of Phoenix Street Maintenance Division;** this senior level management position was responsible for directing and preparing an operating budget of \$30 million and a capital construction budget of \$21 million. The division had a diverse staff of 372 employees whose job classifications ranged from Street Maintenance Field Laborers/Equipment Operators to Professional Engineers. These employees were located at City Hall and spread throughout the City at four service centers.
 - Infrastructure maintenance of 7,000 miles of Streets/Sidewalks, 400 bridges/culverts, and 16 dams.
 - Maintain the operation, maintenance of several hundred miles of underground storm drains.
 - Budget and construction administration of the City's street resurfacing program (including pothole and minor pavement repairs).
 - Street Maintenance equipment minor maintenance/repair, inventory, procurement and equipment operator safety training.
 - 24-hour emergency street maintenance/ storm damage response team.
 - Manage/administer the City's Adopt-a-Street Program.
 - Preparing/updating policies, operating procedures and Field Manual Operations & Safety Training.

SIMILAR PROJECTS/PROFESSIONAL REFERENCES:

- **CITY OF MARICOPA CITY ENGINEER/ASSISTANT DEVELOPMENT SERVICES DIRECTOR**
Reference: Paul Jepson (602) 672-6024
- **FLOOD CONTROL DISTRICT OF MARICOPA COUNTY BEST PRACTICES AND STAFFING STUDY**
Reference: Simon Carr (719) 235-0946

EXHIBIT B
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Maricopa County

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MCDOT: OPERATIONS ON-CALL CONSULTANT

FLOOD CONTROL DISTRICT MARICOPA COUNTY BEST PRACTICES AND STAFFING STUDY

Selected to be the Subject Matter Expert by County Staff and the Prime Contractor to provide guidance, advice and recommendations related to benchmarking, best practices and prime stakeholder/customer feedback on the services provided by the Flood Control District of Maricopa County. The study objectives were to: complete a comprehensive staffing assessment, identify and benchmark nationwide best practices for flood control that balances effective public safety with conservative stewardship of taxpayer dollars, evaluate efficiencies through staffing, project, and process improvements, ensure compliance with applicable laws, regulations, County and District policies and procedures, measure customer confidence and satisfaction.

CITY OF MARICOPA FLOODPLAIN MANAGEMENT PROGRAM ASSESSMENT

This assignment as the City's Interim City Engineer/Assistant Development Services Director was to assess the personnel and practices required to maintain the good standing with the National Flood Insurance Program. In addition, surveys and confidential interviews were conducted with citizens, city staff, surrounding communities, development community, political representatives and stakeholders identified by the City Manager. The assessment has been used to develop policy and job descriptions for personnel hired to manage the program.

EXHIBIT B
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Maricopa County

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MCDOT: OPERATIONS ON-CALL CONSULTANT

ADDITIONAL SUPPORT STAFF



Patrice Miller, AVS
Process Consultant

PROFESSIONAL REGISTRATIONS:

Associate Value Specialist (AVS) # 201009032
Certified Value Specialist (CVS®), pending

EDUCATION:

MBA, Marketing & Finance - Arizona State University
BA, History - Ottawa University

RELEVANT QUALIFICATIONS: Ms. Miller has over 20 years of experience in the architecture, civil engineering and construction industry. Her experience working with public agencies and her familiarity with the challenges and limitations which can be associated with public sector projects is very valuable during value engineering, scoping, problem solving and issue resolution workshops. Patrice has facilitated or co-facilitated several process improving studies and has gained a good understanding of owner requirements, guiding teams to build success, and providing a high quality deliverable.



Bill Linck, PE
Design Process Consultant

PROFESSIONAL REGISTRATIONS:

Civil Engineer, AZ, 35896

EDUCATION:

BS, Civil Engineering - Marquette University

RELEVANT QUALIFICATIONS: Mr. Linck has over sixteen years experience in civil engineering, including extensive project management experience. He has comprehensive experience in urban paving and drainage improvement projects, water and sewer projects, parks and recreational facilities and local drainage issues. Served on the Town of Gilbert 2012 Design and Construction Standards Update Committee.



Mike Colland, AIC-CPC
Cost Analysis Consultant

PROFESSIONAL REGISTRATIONS:

CPC #751: American Institute of Constructors
ROC 220970 A: AZ Registrar of Contractors Qualified Party

EDUCATION:

BS, Construction - Arizona State University

RELEVANT QUALIFICATIONS: Mr. Colland has diverse construction industry experience from his previous employment with private engineering companies, a municipal entity, and a general contractor. He currently serves as the Construction Administration Manager at Entellus as well as the Vice President and Qualified Party of the construction management subsidiary, Entellus Construction Services LLC. Mr. Colland handles strategic business development and day-to-day management functions associated with running a small construction company, including estimating, bidding, contracts, project management, and ensuring the company's financial health.

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Dan Francetic, RLS, CFedS
Survey Consultant



RELEVANT QUALIFICATIONS: As Survey Manager, Mr. Francetic is responsible for coordination of work and supervision of field crews, office personnel, and project management, including estimating and scheduling. He has extensive experience in a wide range of survey activities, specializing in control work ranging from large GPS surveys for aerial control to intricate checks of steel column layout. He has worked on boundaries for private developers, easements and rights-of-way for utility companies and municipalities, annexations for municipalities, and higher order surveys for airports, roadways, industrial parks, shopping centers, and various other private and commercial developments.

PROFESSIONAL REGISTRATIONS:
CPC #751: American Institute of Constructors
ROC 220970 A: AZ Registrar of Contractors Qualified Party
EDUCATION:
BS, Construction - Arizona State University

Chris Christensen, GISP
GIS / Data Collection Consultant



RELEVANT QUALIFICATIONS: Mr. Christensen is the GIS manger at Entellus and has worked on many facility inventory survey projects ranging from mapping grade GIS data collection to survey grade highly accurate facility inventory. He has experience with GIS mapping applications and equipment and was key in collecting and developing a custom drainage facilities inventory database for the City of Avondale, Pinal County, and Yuma County. He has worked on numerous design and planning projects as a GIS specialist and Public Works utility and roadway projects as a designer\drafter.

PROFESSIONAL REGISTRATIONS:
Certified Geographic Information Systems Professional (GISP) #00061429
EDUCATION:
MS, GIS Arizona State University
BS, Computer Visualization Technology, ITT
AA & S, Computer Aided Drafting Technology, ITT

PROPOSAL EXCEPTIONS

No Exceptions to the Proposal Solicitation, Serial 13161-RFP were taken.

**EXHIBIT B
INTENT / SCOPE OF WORK**

1.0 INTENT:

- 1.1 The Maricopa County Department of Transportation (MCDOT) submitted this Request for Proposal (RFP) for one or more consultants or team of consultants (Contractor) to provide operational consulting services support to the MCDOT Operations Division on an “as-needed” basis. The requested support may include but not be limited to the following general areas:
 - 1.1.1 Strategic and Operational Planning
 - 1.1.2 Best Practices Evaluations
 - 1.1.3 Technical Report Preparation
 - 1.1.4 Process Change Implementation Assistance and/or other general consulting support

- 1.2 MCDOT OPERATIONS DIVISION:
 - 1.2.1 The MCDOT Operations Division consists of five (5) specific branches encompassing a wide variety of responsibilities. The selected Contractor(s) may be expected to perform tasks in support of any of the described branches:
 - 1.2.1.1 The Administrative Branch consists of the Division Manager’s office; administrative support staff in that office as well as in the three outlying Field Operations maintenance yards and the Traffic Operations facility; the 6-1 Office, which is responsible for receiving, dispatching and documenting trouble calls, maintenance calls, repair requests and emergency events; and the Adopt-A-Highway program, which works with outside groups and individuals interested in volunteering or sponsoring clean-up of a section of MCDOT owned roadway.
 - 1.2.1.2 The Field Operations Branch consists of four geographically dispersed maintenance yards responsible for general maintenance, and a countywide Pavement/Utility Section that is responsible for all pothole and minor pavement repairs as well as preservative seals and transportation of heavy equipment throughout the County.
 - 1.2.1.3 The Traffic Operations Branch consists of the Signing, Pavement Marking and Work Zone workgroups. These groups are responsible for maintenance of their specific assets within MCDOT’s system, as well as providing work zone traffic control for any other area of MCDOT in need of a work zone to perform maintenance activity.
 - 1.2.1.4 The Operations Support Branch provides support functions to the Operations Division as well as the entire Department. These support functions include Maintenance Projects, planning and inspection; Fleet Coordination including all equipment, procurement, and training for all areas of MCDOT; and an Asset/Maintenance Management System operation for all areas of MCDOT.
 - 1.2.1.5 The Financial Support Branch provides budget, finance, purchasing and cash flow management support to all branches within the MCDOT Operations Division.

- 1.3 Other governmental entities under agreement with the County may have access to services provided hereunder (see also Section 3.10 & 3.11, above)

- 1.4 The County reserves the right to add additional contractors, at the County’s sole discretion, in cases where the currently listed contractors are of an insufficient number or skill-set to satisfy the County’s needs or to ensure adequate competition on any project or task order work.

EXHIBIT B
INTENT / SCOPE OF WORK

2.0 SCOPE OF WORK:

- 2.1 The services to be rendered under this contract will be performed using separate work assignments for each task. Tasks anticipated during the term of the contract may include, but not be limited to:
- 2.1.1 Performance of a Best Practices benchmarking study and development of an associated strategic and operational/management plan for the MCDOT Adopt-A-Highway program.
- 2.1.1.1 The Maricopa County Department of Transportation (MCDOT) oversees the County's Adopt-a-Highway program as part of the MCDOT Operations Division. MCDOT is seeking assistance with program in the form of consultation and support for MCDOT's Adopt-a-Highway Coordinator in the following areas:
- 2.1.1.1.1 To discuss current program components, and planning and management approach. Evaluate what works well and what opportunities for improvement may exist.
- 2.1.1.1.2 Assistance in identifying agencies with similar programs which MCDOT might be able to benchmark, as well as which items to benchmark to focus on specific techniques and strategies to implement as part of the MCDOT program.
- 2.1.1.1.3 Assistance in developing program strategies and goals for the future.
- 2.1.1.2 The proposed major tasks for accomplishing these items are outlined below; however, the respondents are free to offer other approaches that they feel may be more effective. The effort for each task shall include all correspondence, meetings (electronic or in-person), preparation and documentation time necessary to complete the task.
- 2.1.1.3 **Task #1: Initial Consultation** - Consult with MCDOT's Operations Division Manager and Adopt-a-Highway Coordinator (Coordinator) to identify and understand how the program is currently managed, operated and marketed. Determine the program's positive attributes as well as areas for improvement within the program.
- 2.1.1.3.1 **Task 1 Deliverable** – Summary list of the results of the task 1 effort, including a list of action items to be accomplished.
- 2.1.1.3.2 **Task 1 Duration** – Task 1 shall be completed within two (2) weeks from receipt of task Notice to Proceed.
- 2.1.1.4 **Task #2: Benchmarking** – Based on the outcome of Task 1, Vendor and Coordinator shall develop a list of potential benchmark opportunities, potential agencies to benchmark with, and a script to follow during the benchmarking process. Upon completion of the lists and script, and approval by the Coordinator, contact benchmark agencies identified to interview them relative to their programs.
- 2.1.1.4.1 **Task 2 Deliverable** – Summary of results of the benchmarking effort.
- 2.1.1.4.2 **Task 2 Duration** – Task 2 shall be completed within four (4) weeks from the completion of task 1.

EXHIBIT B
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- 2.1.1.5 **Task #3: Draft Implementation Plan Development** - Meet with Coordinator to discuss results of benchmarking. Identify strategies and techniques used by other programs that would be beneficial to MCDOT's program. Develop a plan to implement selected management, operational and marketing strategies and techniques. Meet with Coordinator bi-weekly to discuss progress during this task.
 - 2.1.1.5.1 **Task 3 Deliverable** – Draft implementation plan for the management, operational and marketing strategies and techniques to be applied to the MCDOT program.
 - 2.1.1.5.2 **Task 3 Duration** – Task 3 shall be completed within six (6) weeks from the completion of task 2. MCDOT review period will be two (2) weeks following submittal.
- 2.1.1.6 **Task #4: Final Implementation Plan Development** - Meet with the Operations Division Manager and Coordinator to review MCDOT's comments on the draft implementation plan, and based upon the feedback received prepare the final implementation plan.
 - 2.1.1.6.1 **Task 4 Deliverable** – Final implementation plan for the strategies and techniques to be applied to the MCDOT program.
 - 2.1.1.6.2 **Task 4 Duration** – Task 4 shall be completed within six (6) weeks from the completion of task 3.
- 2.1.1.7 **Task #5: Implementation Follow-up** - Provide follow-up assistance to the Coordinator to include up to 10 hours of executive coaching to assist with the initial plan implementation.
 - 2.1.1.7.1 **Task 5 Deliverable** – None.
 - 2.1.1.7.2 **Task 5 Duration** – Task 5 shall be completed within eight (8) weeks from the completion of task 4.
- 2.1.2 Evaluation of existing operations and maintenance practices and procedures within MCDOT and development of a consolidated, comprehensive Field Procedures Manual.
 - 2.1.2.1 The Maricopa County Department of Transportation (MCDOT) Operations Division is responsible for a wide variety of operations and maintenance activities and tasks. These activities and tasks have varying degrees of procedural documentation, and in cases of the activities performed by the maintenance yards, may be performed differently from one yard to another. MCDOT is seeking assistance to develop a field procedures manual to provide consistent and comprehensive documentation of the various activities and tasks.
 - 2.1.2.2 The proposed major tasks for accomplishing these items are outlined below; however, the respondent is free to offer other approaches that they feel may be more effective. The effort for each task shall include all correspondence, meetings (electronic or in-person), preparation and documentation time necessary to complete the task.
 - 2.1.2.3 **Task #1: Initial Consultation** - Consult with MCDOT's Operations Division Manager and Superintendents to identify existing procedures, key staff that will act as resources during the project, and other project planning issues.

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- 2.1.2.3.1 **Task #1 Deliverable** – Summary of the results of the task 1 effort, including a list of action items to be accomplished.
- 2.1.2.3.2 **Task #1 Duration** – Task 1 shall be completed within three (3) weeks from receipt of task Notice to Proceed.
- 2.1.2.4 **Task #2: Existing Conditions Analysis** – Based on the outcome of Task 1, Vendor shall collect and compile all existing and known procedures and guidelines, shall review all available information relative to the activities and tasks performed by the Operations Division, and shall conduct interviews with the identified key staff members to evaluate the extent of procedures that are not currently documented. This effort shall not include documentation of procedures, only identification of procedures that require documentation and whether or not there is existing documentation available. Vendor shall meet with Division Manager and Superintendents at the midpoint of this task to discuss progress.
- 2.1.2.4.1 **Task 2 Deliverable** – Summary of results of the existing conditions analysis effort to include a listing of the existing procedures and the currently undocumented procedures.
- 2.1.2.4.2 **Task 2 Duration** – Task 2 shall be completed within six (6) weeks from the completion of task 1.
- 2.1.2.5 **Task #3: WBS and Outline Development** – Based on the outcomes of Task 2, the vendor shall develop a proposed work breakdown structure of all activities and tasks identified that organizes them into a logical and sensible format that groups similar items into primary and sub-groups. Vendor shall develop a proposed outline for the field manual following the WBS. Additionally, Vendor shall develop a sample procedure to include, but not be limited to, such items as task description, personnel/equipment/material/supply requirements, estimated time to perform, etc. Vendor shall meet with Division Manager and Superintendents on a bi-weekly basis during this task to discuss progress prior to finalizing the proposed WBS and outline.
- 2.1.2.5.1 **Task 3 Deliverable** – WBS listing and proposed manual outline, and sample procedure.
- 2.1.2.5.2 **Task 3 Duration** – Task 3 shall be completed within six (6) weeks from the completion of task 2. MCDOT review period will be two (2) weeks following submittal.
- 2.1.2.6 **Task #4: Procedures Development** – Based on the outcomes of Task 3, the vendor shall develop proposed procedures for each activity and task identified. Vendor shall use existing procedures, interviews with key staff, and data provided by MCDOT from the asset/maintenance management system implementation project as resources in developing procedures. Where conflicts are identified, such as finding differences in how tasks are performed between different maintenance yards, vendor shall document the differences for evaluation by MCDOT. All decisions regarding standardization of differences will be made by Operations Division management. Further, vendor should anticipate a somewhat iterative process wherein procedures discussions with identified staff occur on an average of three (3) times (rounds) during development. Vendor shall meet with Division Manager and Superintendents on a bi-weekly basis during this task to discuss progress prior to finalizing the proposed procedures.

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- 2.1.2.6.1 **Task 4 Deliverable** – WBS listing and proposed manual outline and contents, including a sample entry for review.
- 2.1.2.6.2 **Task 4 Duration** – Task 4 shall be completed within twelve (12) weeks from the completion of task 3. MCDOT review period will be four (4) weeks following submittal.
- 2.1.2.7 **Task #5: Draft Field Manual Development** - Vendor shall prepare a draft field manual to include the procedures developed in task 4 into the outline and format approved in task 3. The draft field manual shall be indexed and cross referenced where applicable, and fully searchable. The document shall be prepared in MS Word format and converted to PDF format as well. Vendor shall meet with Division Manager and Superintendents on a bi-weekly basis during this task to discuss progress prior to finalizing the draft field manual.
 - 2.1.2.7.1 **Task 5 Deliverable** – Six (6) printed, unbound copies and one (1) electronic copy in PDF format of the draft field manual.
 - 2.1.2.7.2 **Task 5 Duration** – Task 5 shall be completed within eight (8) weeks from the completion of task 4. MCDOT review period will be four (4) weeks following submittal.
- 2.1.2.8 **Task #6: Final Field Manual Development** - Meet with the Operations Division Manager and Superintendents to review the draft field manual, and based upon the feedback received prepare the final field manual.
 - 2.1.2.8.1 **Task 6 Deliverable** – Twenty (20) printed, bound copies and one (1) electronic copy containing both the MS Word and PDF formats of the final field manual.
 - 2.1.2.8.2 **Task 6 Duration** – Task 6 shall be completed within four (4) weeks from the completion of task 5.
- 2.1.3 Best Practices, evaluations and process improvement development for such activities as standby/on-call procedures, or various work flow processes.
 - 2.1.3.1 The Maricopa County Department of Transportation (MCDOT) responds to a variety of off-hour incidents to address storms, critical maintenance concerns, repairs due to accidents, etc. This is generally done through the use of standby and on-call staffing. MCDOT is seeking assistance to evaluate our standby and on-call staffing procedures to maximize efficiencies and minimize costs to the agency.
 - 2.1.3.2 The proposed major tasks for accomplishing this are outlined below; however, the respondent is free to offer other approaches that they feel may be more effective. The effort for each task shall include all correspondence, meetings (electronic or in-person), preparation and documentation time necessary to complete the task.
 - 2.1.3.3 **Task #1: Initial Consultation** - Consult with MCDOT's Operations Division Manager and Superintendents to identify and understand how the staffing procedure is currently managed and operated. Determine the procedure's positive attributes as well as areas for improvement.

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- 2.1.3.3.1 **Task # 1 Deliverable** – Develop a summary list of the results of the task 1 effort, including a list of action items to be accomplished.
- 2.1.3.3.2 **Task # 1 Duration** – Task 1 shall be completed within two (2) weeks from receipt of task Notice to Proceed.
- 2.1.3.4 **Task #2: Benchmarking** – Based on the outcome of Task 1, Vendor and Superintendents shall develop a list of potential benchmark opportunities, potential agencies to benchmark with, and a script to follow during the benchmarking process. Upon completion of the lists and script, and approval by MCDOT, contact identified benchmark agencies to interview them relative to their standby and on-call staffing procedures. Vendor shall meet with Division Manager and Superintendents on a bi-weekly basis during this task to discuss progress.
 - 2.1.3.4.1 **Task 2 Deliverable** – Develop a summary of results of the benchmarking effort.
 - 2.1.3.4.2 **Task 2 Duration** – Task 2 shall be completed within four (4) weeks from the completion of task 1.
- 2.1.3.5 **Task #3: Draft Recommendations Development** - Meet with Division Manager and Superintendents to discuss results of benchmarking. Identify strategies and techniques used by other agencies that would be beneficial to MCDOT. Develop a draft of recommended changes to MCDOT’s standby and on-call staffing plan. Vendor shall meet with Division Manager and Superintendents on a bi-weekly basis during this task to discuss progress.
 - 2.1.3.5.1 **Task 3 Deliverable** – Draft recommendations for standby and on-call staffing to be implemented by MCDOT.
 - 2.1.3.5.2 **Task 3 Duration** - Task 3 shall be completed within four (4) weeks from the completion of task 2. MCDOT review period will be two (2) weeks following submittal.
- 2.1.3.6 **Task #4: Final Recommendations** - Meet with the Operations Division Manager and Superintendents to review MCDOT’s comments on the draft recommendations, and based upon the feedback received prepare final recommendations.
 - 2.1.3.6.1 **Task 4 Deliverable** – Final recommendations for standby and on-call staffing to be implemented by MCDOT.
 - 2.1.3.6.2 **Task 4 Duration** – Task 4 shall be completed within three (3) weeks from the completion of task 3.
- 2.1.4 Assistance implementing and/or facilitating implementation of process changes within the Division, whether resulting from other contract services or from internally developed changes. The scope of services for this effort will be dependent on other work to be performed internally or through this contract, and will be defined at the time the work is to be performed.
- 2.1.5 Work may include providing other general consulting services as required. The scope of services for this effort will be dependent on other work to be performed internally or through this contract, and will be defined at the time the work is to be performed.

EXHIBIT C**OFFICE OF PROCUREMENT SERVICES CONTRACTOR TRAVEL AND PER DIEM POLICY**

- 1.0 All contract-related travel plans and arrangements shall be prior-approved by the County Contract Administrator.
- 2.0 Lodging, per diem and incidental expenses incurred in performance of Maricopa County/Special District (County) contracts shall be reimbursed based on current U.S. General Services Administration (GSA) domestic per diem rates for Phoenix, Arizona. Contractors must access the following internet site to determine rates (no exceptions): www.gsa.gov
 - 2.1 Additional incidental expenses (i.e., telephone, fax, internet and copying charges) shall not be reimbursed. They should be included in the contractor's hourly rate as an overhead charge.
 - 2.2 The County will not (under no circumstances) reimburse for Contractor guest lodging, per diem or incidentals.
- 3.0 Commercial air travel shall be reimbursed as follows:
 - 3.1 Coach airfare will be reimbursed by the County. Business class airfare may be allowed only when preapproved in writing by the County Contract Administrator as a result of the business need of the County when there is no lower fare available.
 - 3.2 The lowest direct flight airfare rate from the Contractors assigned duty post (pre-defined at the time of contract signing) will be reimbursed. Under no circumstances will the County reimburse for airfares related to transportation to or from an alternate site.
 - 3.3 The County will not (under no circumstances) reimburse for Contractor guest commercial air travel.
- 4.0 Rental vehicles may only be used if such use would result in an overall reduction in the total cost of the trip, not for the personal convenience of the traveler. Multiple vehicles for the same set of travelers for the same travel period will not be permitted without prior written approval by the County Contract Administrator.
 - 4.1 Purchase of comprehensive and collision liability insurance shall be at the expense of the contractor. The County will not reimburse contractor if the contractor chooses to purchase these coverage.
 - 4.2 Rental vehicles are restricted to sub-compact, compact or mid-size sedans unless a larger vehicle is necessary for cost efficiency due to the number of travelers. (NOTE: contractors shall obtain pre-approval in writing from the County Contract Administrator prior to rental of a larger vehicle.)
 - 4.3 County will reimburse for parking expenses if free, public parking is not available within a reasonable distance of the place of County business. All opportunities must be exhausted prior to securing parking that incurs costs for the County. Opportunities to be reviewed are the DASH; shuttles, etc. that can transport the contractor to and from County buildings with minimal costs.
 - 4.4 County will reimburse for the lowest rate, long-term uncovered (e.g. covered or enclosed parking will not be reimbursed) airport parking only if it is less expensive than shuttle service to and from the airport.
 - 4.5 The County will not (under no circumstances) reimburse the Contractor for guest vehicle rental(s) or other any transportation costs.
- 5.0 Contractor is responsible for all costs not directly related to the travel except those that have been pre-approved by the County Contract Administrator. These costs include (but not limited to) the following: in-room movies, valet service, valet parking, laundry service, costs associated with storing luggage at a hotel, fuel costs associated with non-County activities, tips that exceed the per diem allowance, health club fees, and entertainment costs. Claims for unauthorized travel expenses will not be honored and are not reimbursable.
- 6.0 Travel and per diem expenses shall be capped at 15% of project price unless otherwise specified in individual contracts.

ENTELLUS, INC., 2255 NORTH 44TH STREET, SUITE # 125, PHOENIX, ARIZONA 85008

PRICING SHEET: NIGP CODE 91831, 91883, 91884, 91894

Vendor Number: 2011000793 0

Certificates of Insurance Required

Contract Period: To cover the period ending **August 31, 2016.**