

REQUEST FOR PROPOSAL

TDA Triennial Performance Audits

Kern Council of Governments
1401 19th Street, Suite 300
Bakersfield, CA 93301

Additional background information on this proposal can be found on
the Kern COG website:

www.kerncog.org

Refer to tab

“Working with Kern COG”

REQUEST FOR PROPOSAL

TDA Triennial Performance Audits

January 17, 2023

TRIENNIAL PERFORMANCE AUDITS

Kern Council of Governments (Kern COG) is soliciting proposals to prepare performance audits of Kern COG and of the public transit operators under Kern COG's jurisdiction. Kern COG is statutorily required by Section 99246 of the California Public Utilities Code to designate entities other than itself, a county transportation commission, a transit development board, or an operator to make a performance audit of its activities and the activities of each operator to whom it allocates funds.

The intent of this RFP is to retain a consultant to prepare public transit performance audits that will evaluate the effectiveness, efficiency, and economy of operation of Kern COG and the public transit operators of Kern County for rs 2018-19, 2019-20, and 2020-21. The audits must be conducted during fiscal year 2023-24 and must be conducted in compliance with the relevant sections of the Transportation Development Act. The audits must be completed by June 30, 2024, and be conducted in compliance with California's Transportation Development Act.

INTRODUCTION

Local and regional public transit is available within and between sixteen Kern County communities. Public transit services in Kern County carry over 8 million passengers per year. Transit services (see Appendix "A") include intercity, intracity, demand responsive and fixed-route operations. The cities of Arvin, California City, Delano, McFarland, Ridgecrest, Shafter, Taft, Tehachapi, and Wasco, operate transit services within their respective communities. The County of Kern operates Kern Transit that provides service to the unincorporated communities of Buttonwillow, Lamont, Kern River Valley, Frazier Park, Rosamond, and Mojave. In addition, the County has agreements with several small cities to share the cost of providing transit service to county areas surrounding incorporated places, i.e., Delano, Ridgecrest, Shafter, Taft, Tehachapi, and Wasco. Kern Transit also provides intercity service between Lamont/Bakersfield; Lake Isabella/Bakersfield; Frazier Park/Bakersfield; and California City/Mojave /Rosamond/Lancaster/Palmdale.

Golden Empire Transit (GET) has provided public transit service for the metropolitan Bakersfield area since 1973. Today, GET operates 16 fixed routes with a fleet of 88 buses. GET's service area covers 160 square miles and serves 437,236 residents. GET-

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A-Lift provides complementary paratransit service to metropolitan Bakersfield for those who are physically unable to use the fixed route service. Elderly and disabled service is also provided by the Consolidated Transportation Service Agency (CTSA), covering the same boundary limits as GET.

PURPOSE AND OBJECTIVES OF THE RFP

Access to social and medical services, employment opportunities, educational resources, and the county's intracity passenger network, need periodic review and analysis to ensure resources dedicated to these services remain efficient and effective. Transit performance audits determine agency compliance with statutory and regulatory requirements, verify performance indicators, review operator functions and follow-up on prior performance audit recommendations leading to possible system improvements.

SCOPE OF SERVICES

Task 1. Project implementation

As part of this task, the consultant will work with Kern COG staff and its member agencies during the audit process.

A. The consultant shall conduct an initial meeting with Kern COG staff to discuss scope, schedule, and budget and to provide information of available reports and information to research.

B. The consultant shall provide a description of the overall audit program being submitted, including an explanation of the basic purpose and general focus of these audits.

C. The consultant shall provide an explanation of their intended role as auditor, as it relates to the role of Kern COG and the transit operators, including the division of work between Kern COG staff and the consultant.

D. The consultant shall provide a thorough explanation of their proposed course of action. References should be made to RFP requirements and the consultant's plans for meeting those requirements. If the consultant proposes major changes in the RFP approach, those changes should be specified clearly. The consultant should specify techniques, especially data elements to be sampled, staff to be interviewed, documents to be reviewed, etc.

E. The consultant shall provide an itemized description and timeline of the proposed project schedule and the end products.

Task 2. Data Collection

A. The consultant shall review and summarize data and information from existing documents and best practices.

B. The consultant shall define additional data requirements and collection strategies.

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- C. The consultant shall summarize an initial list of perceived problems and issues.
- D. The consultant shall coordinate with Kern COG staff for all necessary data required to complete the audit.

Task 3. Final Reports/Deliverables

The following items shall be forwarded to KCOG at completion including:

- A. Preliminary Report;
 - 1. Identification and summary of major issues;
 - 2. Identification and summary of past work on the subject including problems, improvements, and transit data sources;
- B. Final Report – Executive Summary;
 - 1. Summary of the material presented in the other reports;
 - 2. Description of the identified issues of concern; and
 - 3. Outline of future steps in the implementation process.

COORDINATION

Kern COG is solely responsible and will be the sole point of contact for all contractual matters related to this project. The consultant shall take direction only from Kern COG and shall regularly inform Kern COG of project progress, any outstanding issues, and all project related matters.

The consultant shall work with and consult with the Kern COG project manager and shall act as liaison with other agencies that may be identified during the study.

Participating entities may also offer suggestions and/or recommendations regarding the project or elements of the project. While Kern COG enjoys a close relationship with and has considerable confidence in the capabilities of these parties, the consultant shall not act on any suggestions, solicited or unsolicited, without obtaining specific direction from Kern COG. Unless otherwise directed, all oral and written communication shall be directed to Kern COG. Any distribution of project related communication and information will be at the discretion of Kern COG.

The selected consultant will best demonstrate the ability to deliver quality work on schedule and in a cost-effective manner, consistent with the tasks and deliverables in this RFP.

SCHEDULE

Activity	Date
Request for Proposal Released	January 17, 2023 (Tuesday)
Last Day to Submit Written Questions	February 17, 2023 (Friday)
Deadline for Proposal Submittal	February 24, 2023, 4:00 p.m. (Friday)
Kern COG Board Approval	March 16, 2023 (Thursday)

Completion of Project

No later than June 30, 2024 (Friday)

These dates are subject to change. Schedule updates will be posted on the Kern COG website: www.kerncog.org refer to tab "Working with Kern COG".

PROPOSAL REQUIREMENTS

Clarity and conciseness are essential and will be considered in assessing the proposer's capabilities. Proposal content and completeness are important. Clarity and succinctness are essential and will be considered in assessing the consultant's capabilities. A review committee will screen all consultant proposals submitted in response to this request.

One electronic copy (PDF format) of the proposal must be received at the Kern Council of Governments **by Friday, February 24, at 4:00 P.M. PST**. Proposals not received by that date and time will not be considered.

1. Provide contact and E-mail address

Proposers shall provide a contact person and E-mail address to be used in responding to questions and for notification of updated RFP information.

2. RFP Organization

In order to simplify the review process and maximize the degree of comparative analysis, the proposal should be organized in the following manner:

A. Transmittal letter

The transmittal letter should be signed by an official authorized to bind the consultant contractually and will contain a statement to the effect that the proposal is a firm offer for 90 days. The letter accompanying the proposal will also provide the following: name, title, address, and telephone number of individuals with the authority to negotiate and contractually bind the company. The transmittal shall contain a statement of understanding of the RFP.

B. Table of Contents

Include identification of the material by section and page number.

C. Overview

This section should clearly convey that the consultant understands the nature of the work and the general approach to be taken to its performance. This section should include, but not limited to, a discussion of the purpose of the project, the organization of the project effort, and a summary of the proposed approach.

D. Detailed Work Plan

The prospective contractor shall provide a schedule for completing the project, within the schedule set forth in this RFP. The schedule shall identify the major tasks to be undertaken and the time frame for each task.

This section should include the following components:

i. **Task Description**

Include a full description of each step to be followed in carrying out the project. The work description should be presented in sufficient detail (tasks, subtasks, etc.) to show a clear understanding of the work and the proposed approach.

ii. **Deliverables**

Include a description of the format, content, and level of detail that can be expected for each deliverable.

iii. **Schedule**

A schedule showing the expected sequence of tasks, subtasks, etc. should accompany the work description. Important milestones should be identified on the schedule.

E. Management Approach

This section should describe the firm's management approach. If the proposal is a team effort, the distribution of work among the team members should be indicated. Describe the organization of the management, the structure of the work assignments, and any specific features of the management approach that require special explanation. Designate by name the project manager to be employed who will oversee the project. No substitutions of the identified project manager will be allowed without prior approval of the Kern COG Project Manager.

Include the name and qualifications of all professional personnel to be employed, a resume for each professional (included in an appendix), a statement indicating how many hours each professional will be assigned to the contract and what tasks each professional will be assigned to the contract and what tasks each professional will perform. Staffing assignments should be specific enough to demonstrate understanding of skills required and commitment of proper resources. The selected consultant will not substitute members of the team without prior approval of the Kern COG Project Manager.

F. Budget and Billing Format

The Project Review Panel will do a cost benefit analysis of the proposed budget. Under various circumstances, the budget could be subjected to Pre-audit and/or the final cost subject to Post-audit by Kern COG or Caltrans Division of Audits and Investigations. The allowability of individual items of cost will be determined by 48 CFR, Federal Acquisition Regulations system, Chapter 1, Part 31 et. Seq. the Contractor will also be required to comply with 49 CFR, Part 18, and

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Uniform Administrative Requirement for Grants and Cooperative Agreements to State and Local Governments. The Contractor and Subcontractors will comply with all applicable laws and maintain books, documents, papers, and accounting records for a period of three years from the date of the final payment.

i. **Method of Payment**

The cost proposal must be prepared consistent with the method of services provided under this agreement and will be reimbursed, by one of, or a combination of the methods below. The proposer must clearly state the method used to prepare the cost proposal.

- Lump Sum payment.
- Actual Cost-plus Fixed Fee.
- Specific Rates of Compensation.

Lump Sum proposals will be paid per milestone of completed work or at the end of the contract upon acceptance of the final product. Actual Cost plus Fixed Fee agreements shall be billed at actual payroll costs and includes a fixed fee for profit. In agreements reimbursed by Specific Rates of Compensation, billing rates containing component for profit will be negotiated that will not change during the term of the contract.

ii. **Project Budget**

A maximum of **\$80,000 (Eighty THOUSAND DOLLARS)** has been budgeted for consultant services for this project.

iii. **Task Budget**

A schedule of estimated costs to complete each task should add down to the total cost of the project (see Attachment B). The task budget should include a subsidiary breakdown by task hours and billing rate charges. To ensure a full understanding of the resources committed to the project, the schedule should clearly indicate the amount of hours key personnel will be used in each task.

iv. **Budget and Cost Breakdown**

The prospective consultant will prepare a detailed cost breakdown for the work to be performed during the project regardless of the method of reimbursement chosen. This will include all tasks required to complete the project including final reports and presentation.

- a. **Direct Labor Costs** – A schedule of billing rates and hours worked by an employee or category of employee is required of the prime contractor and subcontractors. Billing rates shall be based on actual pay rates and should cover all costs associated with the employee (salary, benefits, and anticipated cost of living and/or merit increases during the term of the contract). Depending on the individual cost structure, overhead may be applied as component of the billing rate or

applied separately. The proposer should be prepared to validate billing rates with payroll registers, wage agreements, or other payroll documentation.

- b. **Overhead Rates** – The overhead rate should include all indirect cost not readily assignable to cost objectives specifically benefited. Typically, an overhead rate is calculated on a company or division wide basis by segregating expenses into direct cost and indirect cost categories and then dividing the indirect cost by a direct cost base such as direct labor to arrive at an overhead rate. The overhead rate is then applied on a contract-by-contract basis to recapture the indirect costs that are not chargeable directly to a final objective such as general and administrative, facilities, equipment, supplies, accounting, maintenance, materials, etc. Some cost structures may be broken into various overhead rates that are applied to different bases. The proposer should be prepared to provide supporting documentation such as prior agreements with government agencies or audits of prior year activities to validate overhead rate structures.
- c. **Direct Cost** – Direct costs are those incremental costs that can be identified specifically with a particular final cost objective. Although in some instances direct cost and indirect cost may include similar categories, incremental direct cost attributable to final objectives must be separated and not included in the overhead calculation. All direct cost specifically attributed to the project and not included in the billing rates must be itemized by budget category to be eligible for reimbursement. Once contractually authorized, direct cost budgets may not be substituted without prior written consent of Kern COG.
- d. **Sub-Consultant Fees** – Sub-Consultants must provide the same cost data detail as the prime contractor (see Table 1 and Table 2).
- e. **Fixed Fee** – A fixed fee is calculated as a basis of total direct and indirect costs. The State of California allows for a 10% maximum fee.

G. Insurance Requirements

Consultant, in order to protect Kern COG and its board members, officials, agents, officers, and employees against all claims and liability for death, injury, loss and damage as a result of Consultant's actions in connection with the performance of Consultant's obligations, as required for this project, shall secure and maintain insurance as described below. Consultant shall not perform any work under this project until Consultant has obtained all insurance required under this section and the required certificates of insurance and all required endorsements have been filed with Kern COG's authorized insurance representative. Receipt of evidence of insurance that does not comply with all applicable insurance requirements shall not constitute a waiver of the insurance requirements set forth herein. The required documents must be signed by the authorized representative of the insurance company shown on the certificate.

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Upon request, Consultant shall supply proof that such person is an authorized representative thereof and is authorized to bind the named underwriter(s) and their company to the coverage, limits and termination provision shown thereon. Consultant shall promptly deliver Kern COG a certificate of insurance, and all required endorsements shall be delivered to Kern COG not less than 30 days prior to the expiration date of any policy and bear a notation evidencing payment of the premium thereof if so requested. Consultant shall immediately pay any deductibles and self-insured retentions under all required insurance policies upon the submission of any claim by Consultant or Kern COG as an additional insured.

Without limiting Kern COG's right to obtain indemnification from the consultant or any third parties, the consultant, at its sole expense, shall maintain in full force and affect the following policies throughout the term of the project:

A Commercial liability insurance, including contractual liability coverage, covering all of its actions under this contract with limits of not less than \$2,000,000 combined single limit per occurrence, for bodily injury, personal injury, and property damage. Comprehensive general insurance liability insurance policies shall name Kern COG, its officers, agents, and employees, individually and collectively, as additional insured, but only insofar as the operations of Consultant under the terms of the contract are concerned. Such coverage for additional insured shall apply as primary insurance or self-insurance and any other insurance, maintained by Kern COG, its officers, agents, and employees, shall be given excess only and not contributing with insurance provided under the consultant's policies herein. Limits can be met in combination of primary and excess.

B. Commercial automobile liability insurance against claims of Personal Injury (including bodily injury and death) and Property damage covering any vehicle and/or all owned, leased, hired, and non-owned vehicles used in the performance of services pursuant to this project with coverage equal to the policy limits, which shall be at least one million dollars (\$1,000,000) each occurrence.

C. Professional liability insurance of at least one million (\$1,000,000) per occurrence and two million dollars (\$2,000,000) aggregate.

D. Worker's compensation insurance as required by law.

This insurance shall not be canceled or changed without a minimum of thirty (30) days advance written notice given to Kern COG. The consultant shall provide certification of said insurance to Kern COG within twenty-one (21) days of the date of the execution of the contract. Such certification shall show, to Kern COG's satisfaction that such insurance coverage has been obtained and is in full force; that Kern COG, its officers, agents, and employees will not be responsible for any premiums on the policies; that as and if required such insurance names Kern COG, its officers, agents, and employees individually and collectively as additional insured (comprehensive and general liability only), but only insofar as the operations under the contract are concerned; that such coverage for additional insured shall apply as primary insurance and any other insurance, or self-insurance, maintained by Kern COG, its officers, agents, and employees, shall be excess only and not contributing with insurance provided under the

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consultant's policies herein; and that this insurance shall not be canceled or changed without a minimum of thirty (days) advance, written notice given to Kern COG.

In the event the consultant fails to keep in effect at all times insurance coverage as herein provided, Kern COG may, in addition to other remedies it may have, suspend or terminate the contract upon the occurrence of such event.

Consultant shall require any sub-contractors to provide worker's compensation for all of the sub-contractors' employees unless the sub-contractors' employees are covered by the insurance afforded by Consultant. If any class of employees engaged in work or services performed under this project is not covered by Labor Code section 3700, Consultant shall provide and/or require each sub-contractor to provide adequate insurance for the coverage of employees not otherwise covered.

H. Disadvantaged Business Enterprise (DBE) Certification

It is the policy of Kern COG, the California State Department of Transportation and the U.S. Department of Transportation, that Disadvantaged Business Enterprises (DBEs), as defined in 49 CFR Part 23, shall have the maximum opportunity to participate in the performance of contracts financed in whole or in part with local, state, and federal funds.

Consultant shall ensure that DBEs, as defined in 49 CFR Part 23, have a maximum opportunity to participate in the performance of this contract. In this regard, Consultant shall take all necessary and reasonable steps to ensure that DBEs have the maximum opportunity to compete for and to perform subcontracts arising out of this contract. Failure to carry out the requirements of this paragraph shall constitute a breach of contract and may result in termination of this contract or such other remedy Kern COG may deem appropriate.

During the period of this contract, the Consultant shall maintain records of all applicable subcontracts advertised and entered into germane to this contract, documenting the opportunity given to DBEs to participate in this contract, actual DBE participation, and records of materials purchased from DBE suppliers. Such document shall show the name and business address of each DBE subcontractor or vendor, and the total dollar amount actually paid each DBE subcontractor or vendor. Upon completion of the contract, a summary of these records shall be prepared and certified correct by the Consultant and shall be furnished to Kern COG.

I. Conflicts of Interest

The prospective contractor shall disclose any financial, business, or other relationship with Kern COG, or other entities such as the other MPOs involved in the project that may have an outcome on the selection

J. Summary of Qualifications

Proposals shall include a summary of the firm's qualifications, including resumes of assigned staff.

K. Signing of Proposal/Authorization to Negotiate

The proposal shall be signed by an official authorized to bind the proposer and shall contain a statement to the effect that the proposal is a firm offer for a 90-day period. The proposal shall also provide the following: name, title, address, and telephone number of individuals with authority to negotiate and contractually bind the company.

L. Attachments

Attachments to be included at the end of the proposal are as follows: (as attached herein):

- Attachment A: Title VI Assurance.
- Attachment B: Budget and Cost Breakdown.
- Attachment C: Detailed Scope of Work (to be prepared by proposer).

PROPOSAL SUBMITTAL

1. Preparation of Proposal

The proposal shall be formatted in accordance with the requirements specified on **Page 4** in the Section titled "Proposal Requirements" of this RFP. Proposal forms shall be executed by an authorized signatory as described herein. All proposals shall be prepared by and at the expense of the proposer.

2. Examination of RFP Document

The proposer shall be solely responsible for examining, with appropriate care, the RFP, including Attachment A and any addenda issued during the proposal period. The proposer shall also be responsible for informing itself with respect to any and all conditions, which may in any way affect the amount or nature of the proposal or the performance of the work in the event the proposer is selected. Failure of the proposer to examine and inform itself in this manner shall be given At the proposer's own risk and no relief for error or omission shall be given.

3. Submission of Proposal/Period of Acceptance

One reproducible master, and one electronic copy(in PDF format) of all proposals must be delivered to Kern COG no later than 4:00 p.m. PST, Friday, August 24, 2018. Proposals will not be accepted after 4:00 p.m. Postmarks Will not be accepted. Proposals should be delivered to:

Ahron Hakimi
Executive Director

Kern Council of Governments
1401 19th Street, Suite 300
Bakersfield, CA 93301

All proposals will remain firm for a period of ninety (90) days following the final date for submission. All proposals will become the sole property of Kern COG and a part of its official records without obligation on the part of Kern COG.

This RFP is not to be construed as a contract of commitment on the part of Kern COG. Kern COG reserves the right to reject all proposals, to seek additional Information from each proposer, or to use another RFP, if deemed appropriate.

4. Modification or Withdrawal of Proposals

Any proposal received before the date and time specified above for receipt of proposals may be withdrawn or modified by written request of the proposer. To be considered, however, the modified proposal must be received by the proposal due date and time specified previously.

All verbal modifications to those conditions or provisions are ineffective for Proposal evaluation purposes. Only written changes issued by proposers to Kern COG are authorized and binding.

5. Rejection of Proposals

Failure to meet the requirements for the request for proposals will be cause for rejection of the proposal. Kern COG may reject any proposal if it is conditional, incomplete, or contains irregularities or inordinately high-cost rates. Kern COG may waive an immaterial deviation in a proposal. Waiver of an immaterial deviation shall in no way modify the Request for Proposals document or excuse the proposer from full compliance with the contract requirements if the proposer from full compliance with the contract requirements, if the proposer is awarded the contract.

CONSULTANT SELECTION

The actual award of the contract will be by the Kern COG Transportation Planning Policy Committee (tentatively set for the March 16, 2023, meeting). Proposal opening does not constitute the awarding of a contract. The contract is not in full force until it is awarded by Kern COG and executed by the Kern COG designees.

A Proposal Review Committee will evaluate, interview and recommend the selected consultant to the Kern COG Transportation Planning and Policy Committee for approval.

PROPOSER OBJECTIVES

A proposer may object to any of the terms or provisions set forth in the RFP's Scope of Work or to the selection of a particular proposer on the grounds that Kern COG's procedures, the provisions of this RFP, or applicable provisions of federal, state, or local law have been violated or inaccurately or inappropriately applied by submitting Kern

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COG a written explanation of the basis for rejection. Deadlines for submittal of objections are:

- No later than two weeks prior to the date proposals are due, for objections to RFP provisions; or
- Within three working days after the date on which contract award is authorized or the date, the proposer is notified that it was selected, whichever is later, for objections to proposer selection.

If the proposer does not state any objections, Kern COG will assume that the RFP Scope of Work is acceptable to the proposer and has been fully factored into its response. If the proposer intends to negotiate with Kern COG concerning any part of the Scope of Work the proposer finds objectionable, the proposer must provide specific language in its response that will address or cure its objections.

KERN COG RIGHTS

Kern COG may investigate the qualifications of any proposer under consideration, require confirmation of information furnished by a proposer, and require additional evidence or qualifications to perform the work described in this RFP.

Kern COG reserves the right to:

- Reject any or all of the proposals if it deems such action is in the public interest;
- Issue subsequent Requests for Proposals;
- Cancel the entire Request for Proposal;
- Remedy technical errors in the request for Proposal process;
- Appoint an evaluation committee to review the proposals and make the selection based upon the written proposal only;
- Seek the assistance of outside technical experts in proposal evaluation;
- Approve or disapprove the use of particular subcontractors;
- Establish a short list of proposers eligible for interviews after review of written proposals;
- Negotiate with some, all, or none of the respondents to the RFP;
- Solicit best and final offers from all proposers;
- Award a contract to one or more proposers;
- Accept an offer other than the lowest price offer; and
- Waive informalities and irregularities in proposals and the bid process.

This RFP does not commit Kern COG to enter into a contract, nor does it obligate Kern COG to pay for any costs included in preparation and submission of proposals or in anticipation of a contract. All proposals will be subject to public disclosure as required by the California Public Records Act.

Kern COG reserves the right to investigate the qualifications of all firms under consideration to confirm any part of the information furnished by a proposer, or to require

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other evidence of managerial, financial, or other capabilities which are considered necessary for the successful performance of the contract.

RFP QUESTIONS

All questions on the RFP should be submitted in writing via E-mail to ienriquez@kerncog.org

Irene Enriquez, Project Manager
Kern Council of Governments
1401 19th Street, Suite 300
Bakersfield, CA 93301

All questions shall be submitted no later than February 17, 2023. Written questions submitted by February 17, 2023, will be answered and posted at <http://www.kerncog.org> refer to tab: "Working with Kern COG."

Appendix "A"

Kern County Transit Operators

Transit Service Provided

City of Arvin

Fixed-Route/Demand responsive

City of California City

Demand responsive

City of Delano

Fixed-Route/Demand responsive

City of McFarland

Demand responsive

City of Ridgecrest

Demand responsive/Route deviated

City of Shafter

Demand responsive

City of Taft

Fixed-Route/Demand responsive

City of Tehachapi

Demand responsive

City of Wasco

Demand responsive

Golden Empire Transit District

Fixed-Route/Demand responsive

Kern Regional Transit

Intracity/Intercity/Demand responsive

North of the River Recreation and Park District

Consolidated Transportation Service Agency (CTSA)

Attachment A

TITLE VI ASSURANCE

Kern Council of Governments, in accordance with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000d-4 and Title 49, Code of Federal Regulations, department of Transportation, Subtitle A, Office of the Secretary, Part 21 Nondiscrimination in Federally Assisted Programs of the Department of Transportation issued pursuant to such Act, hereby notifies all bidders that it will affirmatively insure that in any contract entered into pursuant to this advertisement, minority businesses enterprises will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or nation origin in consideration of an award.

Attachment B

BUDGET AND COST SCHEDULE TEMPLATE

TASKS	(Name)		(Name)		(Name)		Total Task Hours	Total Task Cost
	(Role)		(Role)		(Role)			
	(Hourly Billing Rate)		(Hourly Billing Rate)		(Hourly Billing Rate)			
Task	Hours	Cost	Hours	Cost	Hours	Cost		
Tasks Subtotal								

Direct Costs

Direct Cost		Amount
Direct Costs Subtotal		

Subconsultants

Subconsultants		Total Cost
Subconsultants Subtotal		

PROPOSAL GRAND TOTAL		
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ATTACHMENT C

Triennial Performance Audit Scope of Work

FOR KERN COUNTY

(Proposer prepares the Scope of Work)