



How to Hire and Manage a Consultant – the Art of Writing a Request for Proposal



Who is the speaker?



Todd Brockmann

- Tribal Coordinator with FHWA
- A/E Technical Specialist
- Transportation Engineer
- *Not an expert on this topic by any means*



Who is the audience??

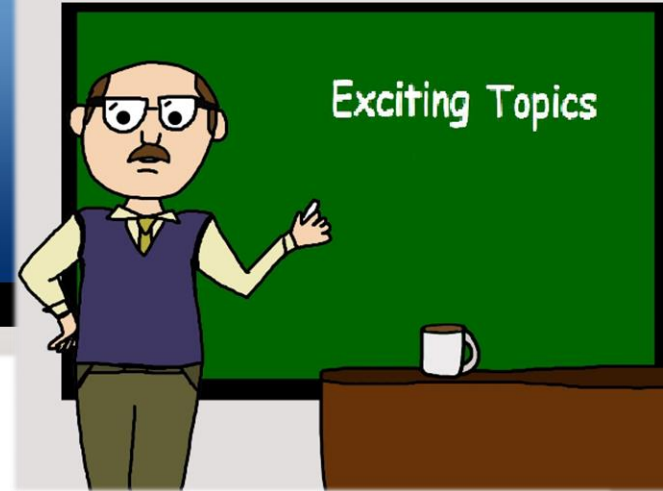
First time at NTICC?

Has done a Request for
Proposal before?

Who is new to the Request for
Proposal process?



What we are covering today



- What is a Request for Proposal (RFP)?
- Elements of your Statement of Work (SOW)
- Selecting and Managing a Consultant
- Answering questions that may arise
- *Deliver “BEST PRACTICES” not necessarily requirements*

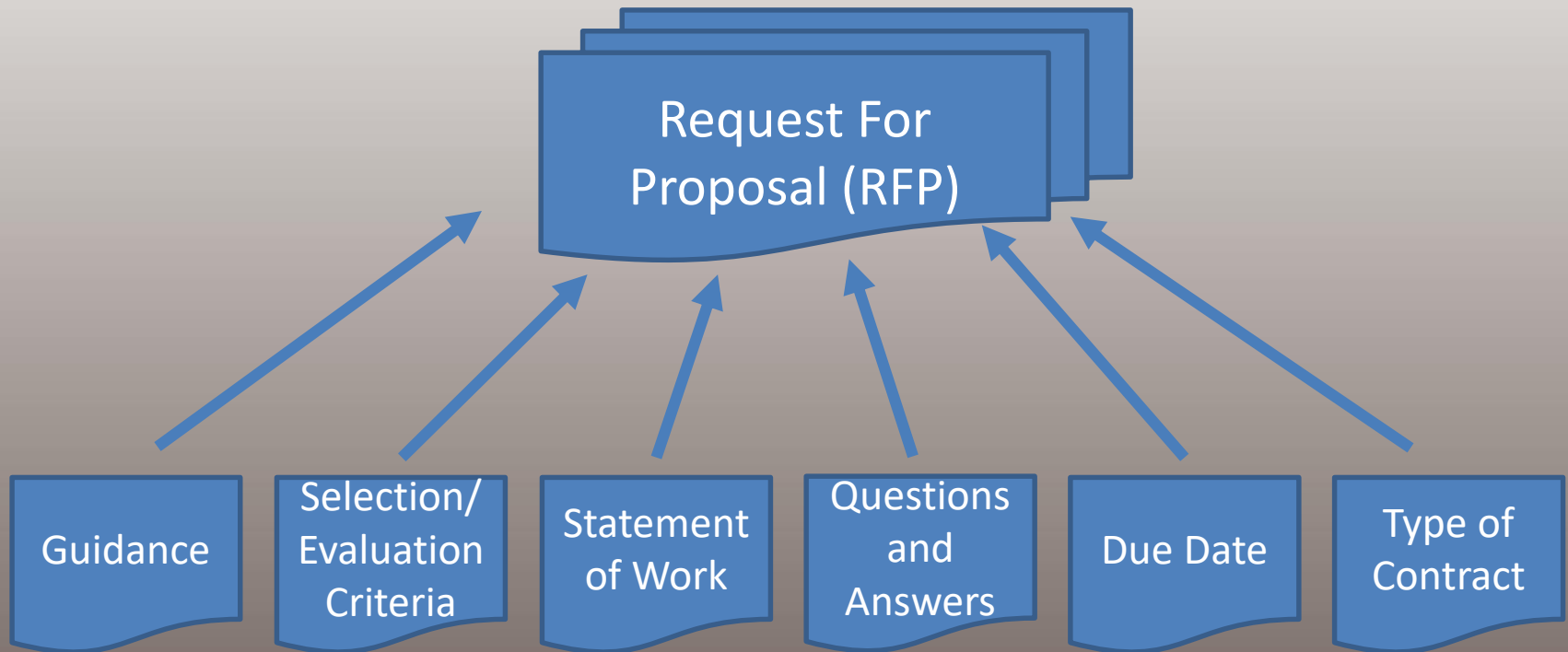


Hire and manage a Consultant so that:

- You get the best project at the right price;
- There are less additional charges from contract modifications by the Consultant;
- There are less problems during construction;
- You get more done with your Tribe's TTP \$\$\$.



Use an **RFP** to advertise for a Consultant



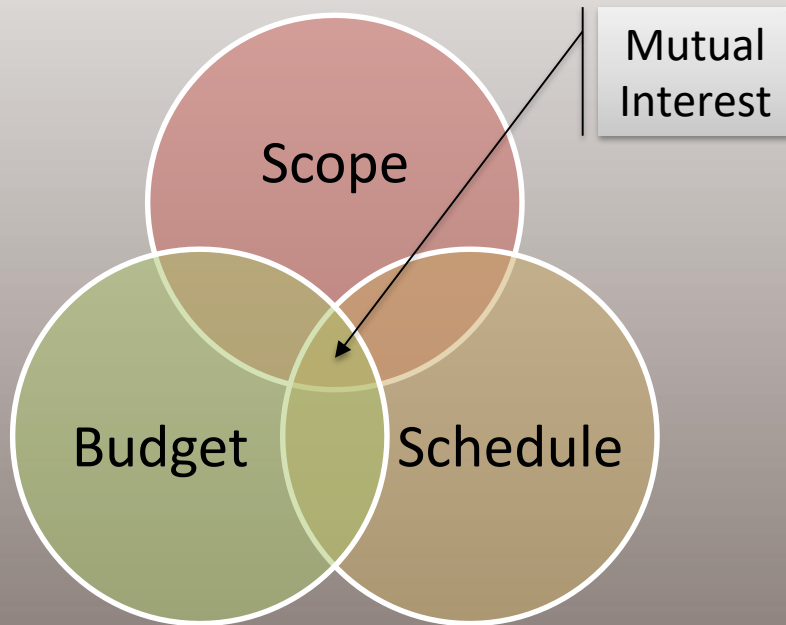
RFP

What Type of **Contract**?

- Fixed-Price Contract
- Cost-reimbursement Contracts
- Time and materials (Labor -hour)
- Indefinite-Delivery Indefinite Quantity (IDIQ) Contract



Finding that Common Ground / Elements



- Scope: Clearly defines the project requirements, deliverables, end products, documents and reports that are expected to be provided by the Engineer.
- Budget: Clearly defines the project cost for performing and completing the specific scope.
- Schedule: Defines the task / project start and finish dates, timelines for different phases of the project and the various milestones.



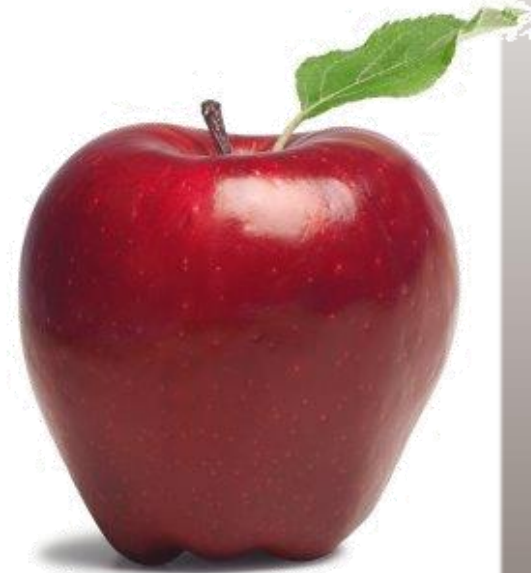
“You don’t get what you deserve, you get what you negotiate” Chester Karrass



Group Discussion

Write a **scope** for someone you would hire to design an apple.

- Meet with your group, and come up with a written requirements.
- What are the features of an apple that you want designed?
- How will you know if the designer is doing a good job designing it?
- What should the designer provide (during the design) so you know if he / she is doing a good design job?



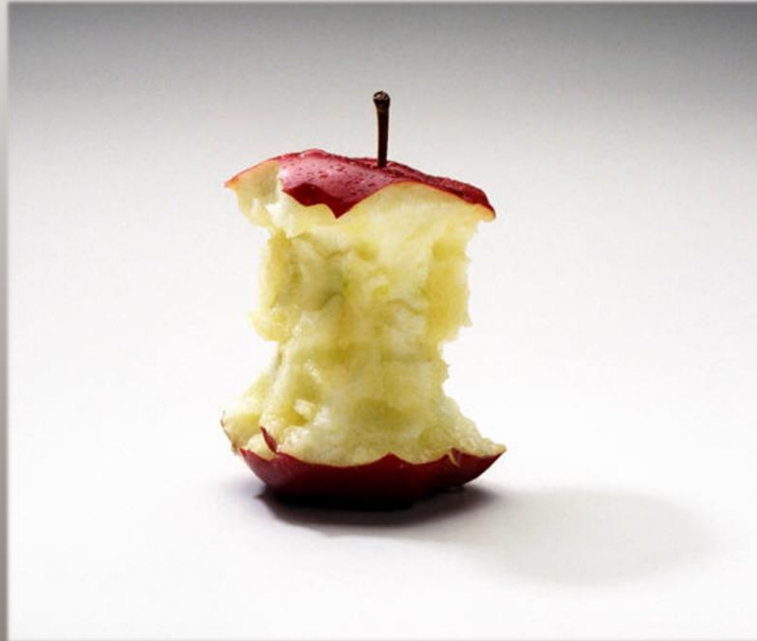
Apple Computer



Hope you
didn't want to
eat this apple.



Apple Core



Maybe with more detail we'll
get the whole apple next time.



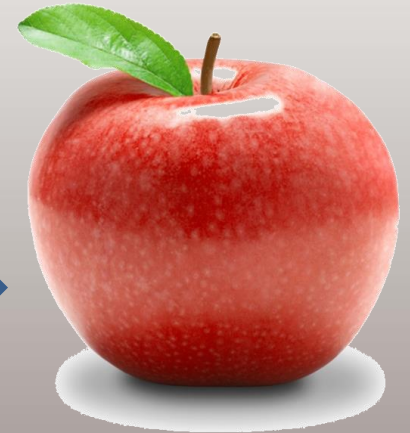
Apple iPhone



Who says your apple
can't talk?



Apple Seeds



Well, you didn't say when
you needed the apple.



Golden Apple



It's going to be nice, but its
going to cost you.



Apple TREE



Apples in abundance;
Can you use all of these?



Statement of Work

Statement of Work (**SOW**)

- A well written and specific SOW helps keep costs down for you;
 - Less contract mods by the Consultant that cost you \$\$\$
- Include:
 - **Scope** – The work the Consultant will do
 - **Schedule** – The start and finish dates, duration, and due date of each task and deliverable.

STATEMENT OF WORK (FINAL)



Multi-Discipline IDIQ DTFH70-05-00008
Task Order T-09-003
August 6, 2009



Statement of Work

Use the **SOW** when advertising for a Consultant

- You write the **SOW** before you advertise for a Consultant.
- The **SOW** is the “recipe” for the work the Consultant will do.
- Don’t make the **scope** too simple and general, like “Bake the cake”.
 - Why would this be a bad “scope” ?



Suiattle River Road MP 6.0 – 14.4 Emergency Repairs
WA FS ERFO 2007(1)-20(17)

STATEMENT OF WORK (FINAL)

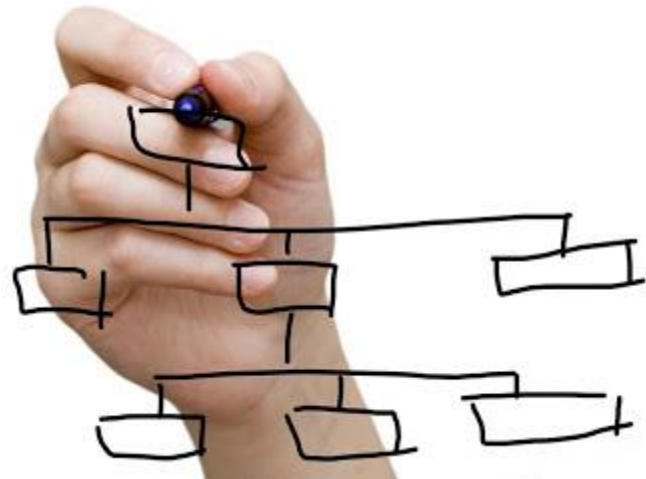


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Statement of Work

Elements – Part I

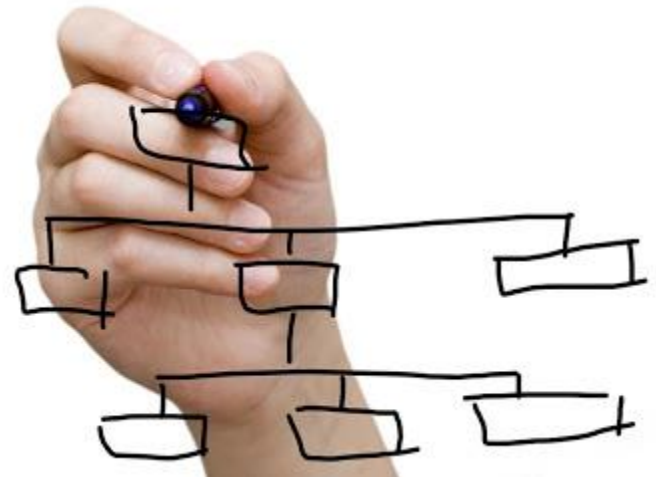
- Part I – General Information
 - Introduction
 - Background
 - Scope
 - Applicable Documents



Statement of Work

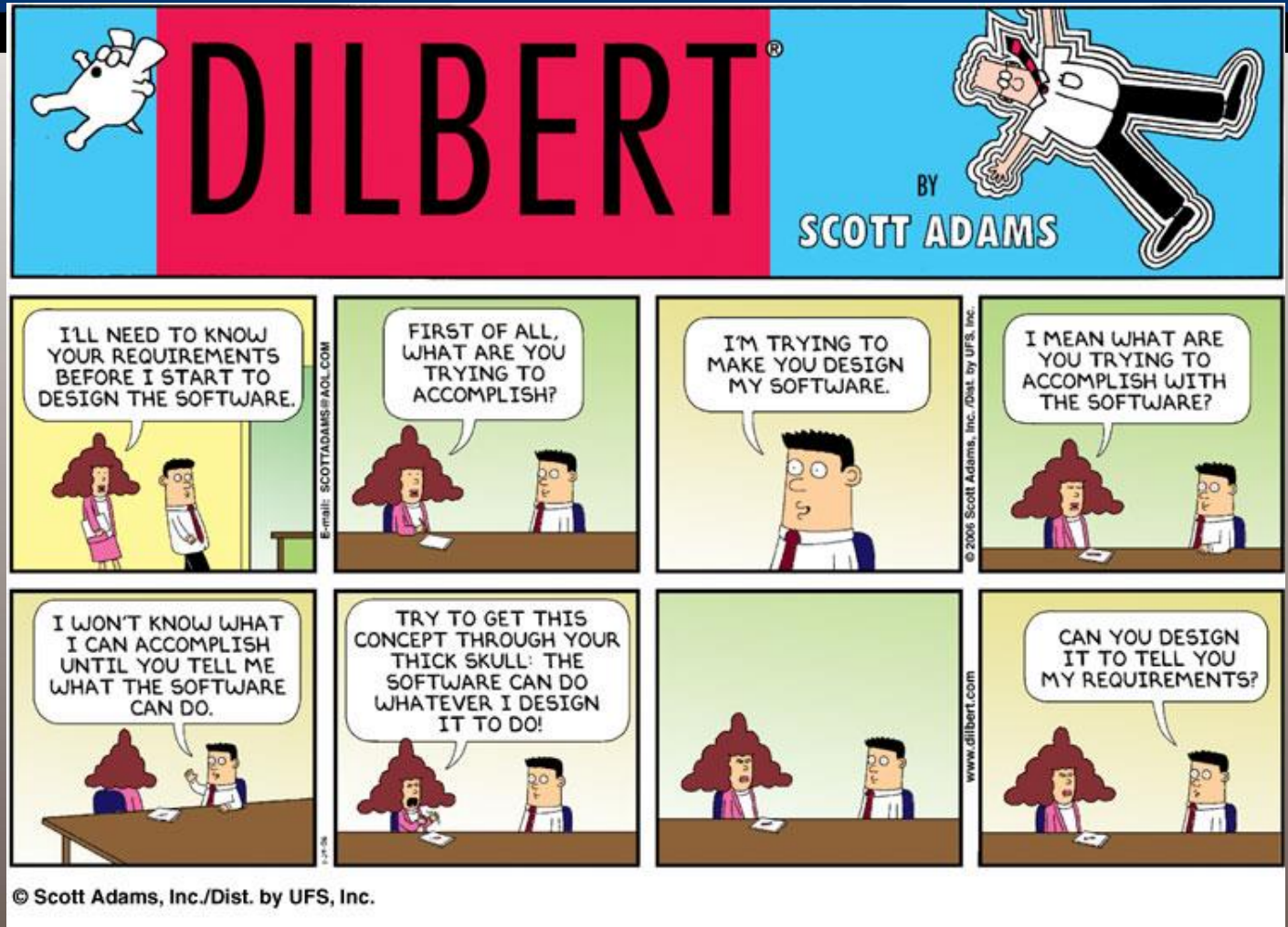
Elements – Part II & III

- Part II – Work Requirements
 - Technical Requirements
 - Deliverables
- Part III – Supporting Information
 - Period of Performance
 - Government furnished information



Statement of Work

Technical requirements



Statement of Work

Technical requirements

- Divide the Work into tasks
- Define requirements
- Describe all work elements
- Describe known risks/assumptions
- Describe tasks in sequence



Statement of Work

Deliverables List

- What is a “**deliverable**”?
 - It is a report or package (plans, etc.) the Consultant produces and submits to you for your review and approval.
 - Interim/End Product
- List and describe in the SOW the deliverables you want, and list a due date for each one.



Statement of Work

Deliverables


- The table lists all the deliverable (“ingredients”) the Consultant needs to give you.
- These are small enough for good results.
- Find some of these.
Why are they important?
- What is the
“Comments Return date”
column for?

VI. DELIVERABLES AND SCHEDULE MILESTONES							
Task	Deliverable/ Milestone	Number of Copies		Submittal Date		Comments Return Date	
		Draft	Final	WFLHD	Partner Agency	WFLHD	Partner Agency
A. Project Kick-Off Phase							
1.a.	Task Order Schedule	1		8/12/09			
2.a.	Attend Kick off Meeting			Week of 8/10-8/14/09			
3a.	Determine shrink/swell factors and answer other Geotechnical questions			8/24/09			
B. Plan-In-Hand PS&E Phase							
1.b.	Submit WFLHD-3 to WFLHD.	1		9/28/09			
1.e.	Submit PIH PS&E package for COTR review	2		9/28/09		10/2/09	
1.g.	Submit PIH PS&E package for WFLHD and FS review	10		10/13/09	10/13/09	10/27/09	10/27/09
1.h.	Prepare preliminary Hydraulics Recommendations and submit to WFLHD	2		10/13/09		10/27/09	
2.a.	Submit Right of Way Plans		3	10/13/09			
3.b.	Submit Draft Wetland Mitigation Plan and narrative	2		9/7/09		9/7/09	



Selecting and Managing Consultant Advertising

Advertising

- Advertise for a Consultant AFTER you write the SOW.
 - Include the SOW in the advertising.
 - Advertise for a Consultant according to:
 - Tribe's own written procurement policy; and
 - 2 CFR §§ 200.318 – 200.326 at http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl
- 



Selecting and Managing Consultant

Advertising

- Engineering and Design/Environmental services contracts may use a qualifications-based type of selection.
- Typical processes for advertising:
 - Direct Solicitation
 - Newspaper or Journal Advertisement
 - Internet, websites
 - Advertisement Period of 2 weeks or more
- Ensure Competition, try to get no less than 3 proposals.
- Rank the proposals in order of preference.



Selecting and Managing Consultant Selection

- Score and rank proposals by their:
 - Appropriate project experience;
 - Experiences in the desired area;
 - Preferably experience in your type of geographical area (tundra, or hilly, etc.).
- Get references from past clients of the consultant.
- Check SAM.gov for debarred consultants / contractors
- Base selection of consultant on qualifications;
 - Do not base selection on cost alone.



Selecting and Managing Consultant

Manage



After the Consultant is hired:

- Set up review meetings
 - Weekly, monthly
 - Use the meetings to ask the Consultant questions.
 - Answer questions that the Consultant may have.
- Keep an eye on the scope, schedule and budget.
- Perform a Review of each “Deliverable” (submittal) that the Consultant provides to you
- Make sure each Deliverable satisfies the requirements you listed in the SOW.

Selecting and Managing Consultant

Review the “Deliverables”



- The Consultant will provide you the “Deliverables “ according to the Deliverable Schedule in the SOW and contract.
- The Tribe will receive and review the Deliverables to ensure that it meets contract requirements.



Open Discussion

Cost

Reviews and Meetings

- a) Attend Plan-In-Hand Field Review at the project site in Mt. Baker-Snoqualmie National Forest; discuss Plan-In-Hand Review comments with WFLHD and Forest Service personnel.
- Duration of meeting
 - # of staff expected to attend
 - Where is meeting? Field location or teleconference?
 - Purpose of review
 - Roles and Responsibilities



Open Discussion

Detail

Prepare and submit progress reports on a quarterly basis.

The guidelines contained in the Federal Lands Highway Project Development and Design Manual (PDDM) and the attached appendices for studies, reports, and design work are available for use by RPA. Any deviations from these guidelines need approval by the COTR prior to use.

Plan-In-Hand PS&E— Produce a set of Plans, Specifications and Estimates approximately 70% complete.



Open Discussion

Details

Plan-In-Hand PS&E Phase

1. Design

- a) Address Comments from WFLHD Intermediate Review, and incorporate revisions into the PS&E.
- b) Submit completed WFLHD-3 form with justifications.
- c) Conduct internal QA/QC Review of Plan-In-Hand PS&E package, and complete the Designer portion of the QA/QC Checklist.
- d) Revise PS&E per internal QA/QC Review .
- e) Submit Plan-In-Hand PS&E package to COTR for review.
- f) Revise Plan-In-Hand PS&E package per COTR review comments.
- g) Submit Plan-In-Hand PS&E package to COTR for review by WFLHD and Forest Service. Include in package a draft Construction CPM Schedule with documented production rates, construction submittal requirements, schedule restrictions and any other assumptions affecting the construction schedule.
- h) Prepare and submit preliminary Hydraulic Recommendation memo.



Open Discussion

Quantity/Time

Plan-In-Hand PS&E Phase


1. Design

- a) Address Comments from incorporate revisions into the
- b) Submit completed WFLHD-3
- c) Conduct internal QA/QC Review complete the Designer portion
- d) Revise PS&E per internal QA/QC Review .
- e) Submit Plan-In-Hand PS&E package to COTR for review.
- f) Revise Plan-In-Hand PS&E package per COTR review comments.
- g) Submit Plan-In-Hand PS&E package to COTR for review by WFLHD and Forest Service. Include in package a draft Construction CPM Schedule with documented production rates, construction submittal requirements, schedule restrictions and any other assumptions affecting the construction schedule.
- h) Prepare and submit preliminary Hydraulic Recommendation memo.




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Example **RFP** from US Government on <https://www.fbo.gov/>

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
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 **VENDOR COLLABORATION**

Helpful Tips



- Ask other departments for lessons learned;
- Write the SOW to meet your actual needs, not fit the budget;
- Address appropriate contract management requirements;
- How many alternatives do you expect?;
- State any assumptions;



Helpful Tips



- Consider breaking large or complex requirements into smaller packages that can be performed in phases;
- Create an Independent Estimate
- Address review or site visit requirements;
- Consider withholding 5%–10% (retainage) of the contract until work is complete;
- Address how is success measured?



Questions?



Contact & Program Info



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email: Todd.Brockmann@dot.gov
- **FHWA OTT website:**
<http://flh.fhwa.dot.gov/programs/ttp/>
- **FHWA Program Delivery Guide:**
<http://flh.fhwa.dot.gov/programs/ttp/guide>

