

**BOARD OF COUNTY COMMISSIONERS, COLUMBIA COUNTY, FLORIDA
LAKE CITY, FLORIDA
REQUEST FOR PROPOSALS
2017-H**

The Board of County Commissioners will receive sealed proposals in the office of Commissioners, 135 NE Hernando Avenue Room 203, Post Office Box 1529, Lake City, FL 32056-1529, (386) 719-2028, until 11:00 A.M. April 20, 2017 for the following:

The Columbia County Board of County Commissioners is seeking a qualified Consultant to help develop a strategic plan for Columbia County. The anticipated schedule for this project is as follows:

Advertise – 3/30 and 4/6
Receive Proposals 4/20
Evaluation Committee Meets 4/25
Recommendation on Ranking to Board 5/4
Begin Negotiations 5/11
Contract Approval to Board 5/20

Specifications and information may be obtained from the County's web site at <http://www.columbiacountyfla.com/PurchasingBids.asp>.

COLUMBIA COUNTY
REQUEST FOR PROPOSALS
RFP 2017-H

LOCAL GOVERNMENT STRATEGIC PLAN CONSULTANT SERVICES

The County is seeking proposals from qualified and experienced persons or firms for local government strategic planning consulting services. Consultants are invited to submit a proposal which includes an outline of their experience and qualifications in performing work directly related to the services required.

The County will receive sealed proposals until 11:00 A.M.. (local), April 20, 2017, in the County Managers Office, 135 NE Hernando Ave., Suite 203, Lake City, FL 32055. E-mailed or faxed proposals will not be acceptable.

1. Columbia County Florida, Gateway to Florida

Columbia County located in North Central Florida, was created in 1832 with an estimated population of 67,531 as of 2016. It consists of a total land area of 801 sq. miles. The largest city and county seat is Lake City.

Columbia County is serviced by the Lake City Gateway Airport which has two asphalt paved runways. One is 8000 by 150 feet and the other is 4000 by 75 feet. Rail service is provided by CSX and Georgia Southern and Florida Railway.

Major roads include Interstate 75, Interstate 10, U.S. Highway 41, U.S. Highway 441 and U.S. Highway 90. State Roads include State Road 100, State 47, and State Road 247.

The unincorporated area of the county is approximately 786 square miles or 503,040 acres in area. The county is located in the north central portion of the State of Florida and is bordered on the north by the State of Georgia, on the east by Baker and Union Counties, on the south by Alachua and Gilchrist Counties and on the west by Hamilton and Suwannee Counties, as shown on the following location map. The Santa Fe River forms a boundary on the south and the Suwannee River forms a boundary on the northwest border of the County.

2. Project Introduction

Columbia County wishes to develop and implement a strategic plan that will articulate a clear vision of its future that is integrated with an organizational philosophy and guide elected officials' and employees' actions for its successful operation. The plan will include benchmarks or milestones that measure the County's progress toward achieving its strategic goals and objectives.

The process of developing the County's strategic plan will include an in-depth determination of the County's core mission and a setting of its vision and goals so as to be both responsive and adaptive to current and anticipated changes.

Columbia County is interested in having this plan completed with the County Commission's and community's acceptance. The process needs to involve educating the public on the benefits of a Strategic Plan and also provide for community participation, to include but not necessarily be limited to:

- 1) Setting Direction (Environmental Scan and Vision)
- 2) Focusing Efforts (Goals and Priorities)
- 3) Implementation (Countywide/Department Plans)
- 4) Reporting (Progress)

Columbia County's Strategic Plan process and final document should provide a blueprint with 5, 10 and 20 year horizons to address the following issues:

- Help Columbia County decide what it wants to achieve in the future, including identification of what makes Columbia County unique and special, and how the County can position itself to be prepared for the future while still retaining those qualities.
- Transform the conceptual goals of the visioning process into realistic, achievable targets.
- Encourage engagement and spark the interest and excitement of residents, business and property owners, County officials, County administration and staff, and others in the future potential of the County.
- Provide a process that allows general alignment and focus of the County Commission, County administration and staff, in addition to citizens, business interests, community groups, and other stakeholders to foster a sense of cohesion as to the County's strategic direction.
- Generate new ideas and discussion about the built environment, sustainability, sense of place, and the County's overall identity.
- Chart an effective, considered, and innovative course of action for the County's future, setting priorities and maximizing innovative opportunities.
- Serve as a way to organize and prioritize County initiatives and resources to achieve specific goals within a specific period of time (e.g., 1 - 5 year timeframe in the short term; 6 – 10 years in the intermediate term; and a 10 - 20 year timeframe in the long term) with specific performance measures.

- Recognize economic development potential and ways to diversify the local economy.
- Plan for fiscal sustainability.
- Develop asset management strategies.
- Develop workforce planning strategies unique to each department.

Through this planning process, the County is also interested in the successful prioritization of services and the following objectives:

- To evaluate the services we provide in the context of community expectations.
- To better understand our services in the context of the cause-and-effect relationship they have on the organization's priorities.
- To provide a higher degree of understanding among decision makers as they engage in a process to rank services based on priorities.
- To articulate to people within County government and to the public how we value our services, how we invest in our priorities, and how we divest ourselves of lower-priority services (if necessary).

3. Scope of Services

The process should include an assessment of environmental factors. Critical issues should be identified as a basis for assisting the County Commission develop broad goals that will serve as the basis for objectives and strategies County staff will develop to implement those goals.

These critical issues should at a minimum address local, regional, national, and global factors affecting the County including, but not limited to:

- (a) economic and financial factors,
- (b) demographic trends,
- (c) legal or regulatory issues,
- (d) social and cultural trends,
- (e) physical (i.e. community development),
- (f) intergovernmental issues, and
- (g) technological change.

The consultant(s) will guide and educate the County Commission and County staff through the process through public workshops and, as necessary, through individual meetings with County Commissioners and other community stakeholders. The County Commission is interested in citizen input to aid them in understanding and assessing public values, priorities and perception as the County Commission identifies priorities. The consultant(s) will advise the County Commission on how citizen input should best be incorporated in the strategic planning process. As part of the response to this RFP, the consultant(s) will identify the recommended method(s) (e.g., telephone survey, mailed survey, email/social media, and focus groups) and separately identify the cost of the intended method of obtaining valid citizen input to the County's strategic planning process.

3.1 Deliverables must be in a form that can be integrated with other existing activities such as the County budget process, the County's multi-year Capital Improvement Plan (CIP), long term

financial planning, citizen surveys and performance measurement activities for County departments and for employees through the establishment of related measurable objectives. Towards that end, the consultant(s) will provide the County Commission and County staff a “roadmap” for integrating the strategic goals with these other processes.

3.2 The envisioned final documents are not intended to be voluminous and the County anticipates the strategic planning process to be as valuable as the resulting products. Recognizing the unique challenges facing government, the consultant must provide evidence of similar strategic planning experience with one or more comparable local governments. Florida local government experience is preferred.

3.3 Staff resources will be made available to the consultant(s) to coordinate schedules, arrange use of County-owned facilities as may be necessary, and to record minutes of any County Commission discussions.

4. Tasks/Deliverables

4.1 Gather and analyze information to become familiar with the Columbia County.

4.2 Describe the overall strategy and identify key challenges and opportunities.

4.3 Develop an Action Plan and establish implementation steps and schedule.

4.4 Establish benchmarks or milestones that measure the County’s progress throughout the Strategic Planning process.

4.5 Develop and initiate a public involvement program that engages the community and educates them about the Strategic Planning process. Electronic and telephonic surveys, community open houses, and other forms of community outreach could be used to achieve this deliverable. Provide summaries and analyses of all public input.

4.6 Participate in County Commission briefings and facilitate County Commission discussion and decision-making at Commission meetings.

4.7 Produce 15 copies (plus CD or other electronic media approved by the County) of a written report reflecting an assessment of the environment in which County services are provided.

4.8 Conduct workshops with the County Commission, supplemented by individual meetings with Commissioners, County staff and other community stakeholders.

4.9 Develop strategic goals and measurable objectives to determine if goals in the strategic plan have been achieved. This can be quantifiable, but at a minimum should be verifiable statements which should include timeframes for County Commission approval.

4.10 Identify existing or new resources (technology, people, equipment, funding, etc.) needed to achieve desired goals and objectives.

4.11 Provide 15 copies (plus CD or other electronic media approved by the County) of final reports for implementing the County’s strategic goals through objectives and benchmarks or milestones in a manner consistent with the County budget process, CIP, long term financial planning, and performance measurement activities for both County departments and employees.

4.12 Provide 15 copies (plus CD or other electronic media approved by the County) of a Columbia County Strategic Plan Executive Summary.

4.13 Provide a reproducible brochure detailing the County's strategic planning process for distribution to the public.

5. Term of Contract

The term of the contract between the County and the successful Proposer shall not exceed a period of twelve (12) months from its effective date.

6. Required Submittal

Submission/Format Requirements

Submit one (1) original unbound and five (5) bound copies of the proposal. All copies will be on 8 1/2" x 11" plain white paper, typed, and signed by an authorized representative who is able to contractually bind the Proposer. In addition, interested parties must submit one (1) original copy of the Proposal on a zip drive (or electronic media approved by the County) in printable Adobe or Microsoft Word format (or other format approved by the County). Failure to adhere to the submittal quantity criteria may result in the Proposal being considered non-responsive.

Information to be included in the proposal: In order to maintain comparability and expedite the review process, it is required that proposals be organized in the manner specified below:

Title page:

Show the project name and number, the name of the Proposer's firm, address, telephone number, name of contact person and the date.

Table of Contents:

Include a clear identification of the material by section and by page.

Letter of Transmittal:

Briefly state the Proposer's understanding of the project and express a positive commitment to provide the services described herein. State the name(s) of the person(s) who will be authorized to make representations for the proposer, their title(s), office and E-mail addresses and telephone numbers. Please limit this section to two pages.

Location:

Given the geographical nature of the tasks to be carried out in the study, provide the location of where the work will be performed.

Experience:

A summary of Proposer's experience for similar projects that were or are being served by the Proposer (firm).

Please identify who will be the principal contact for the activity involved in the study and provide a summary description of their professional experience.

Skills and experience of the Proposer's Project Team must be included. Identify and provide evidence of sufficient qualified staff to perform the services in a timely and effective manner. Describe the experience of the entire project team as it relates to these types of projects. Include the experience of the prime consultants as well as other members of the project team; i.e., additional personnel, sub-consultants, branch office, team members, and other resources anticipated to be utilized for this project. Name specific projects (successfully completed within the past five years) where the team members have performed similar projects previously.

Proposer will be required to commit that the personnel and/or principals named in the proposal shall remain assigned to the "project" throughout the period of the contract unless provided for otherwise in a negotiated contract. No diversion or substitution of personnel or principals will be allowed without submission of a written request with the qualifications and experience of the proposed replacement. The approval of the County will be required for any such diversion or substitution.

Project Approach and Schedule:

A. Describe the Proposer's methodology with respect to performing the required services in the Scope of Work described in this RFP including proposed public involvement methods.

B. Discuss technical approach with respect to meeting the objectives of the study. Include estimated time periods for project phases and major activities and level of assistance required from County staff.

C. Include all project requirements and the proposed tasks, services, activities, etc. necessary to accomplish the scope of this project. The information submitted shall contain sufficient detail to convey the Proposer's knowledge of the subjects and skills necessary to successfully how the Proposer will ensure that all efforts are coordinated with the County's requirements.

Writing Samples:

Proposers must include a minimum of three writing samples of relevant written work related to their strategic planning experience.

Community Participation:

Include samples of questionnaires or web-based outreach sites that the Proposer has used for other strategic planning projects in which Proposer has provided strategic planning consulting services.

Pricing:

Include a concise narrative with sufficient detail indicating the proposed approach to providing the required services, including a description of the types and quantities of service that would be provided. Provide a cost for each of the major services provided along with the estimated number of expected work hours for each qualified staff. Period of time, stated as number of days, shall be calendar days. Actual compensation is subject to contract negotiations. Proposers may submit additional tasks and associated costs that could be performed by the consultant team for consideration by the County.

Professional References:

Submit a recent client reference list of no more than one page, including name of contact, firm and/or governmental entity, address, telephone number and type of service provided each reference.

Litigation:

Disclose any litigation within the past five (5) years arising out your firm’s performance.

Licensing and Registration:

Submit licensure and registration information that the Proposer is in good standing and authorized to do business in the State of Florida.

Return all RFP pages, initialed where indicated.

9. Selection/Evaluation Process

A Selection/Evaluation Committee will be appointed to select the most qualified firm(s). The Selection/Evaluation Committee will present their findings to the County Commission and, upon Commission approval, will negotiate a contract with the most qualified firm(s).

Proposals will be evaluated using the following criteria:

Evaluation Criteria

- Completeness of response to the RFP requirements and presentation **(20 points)**
- Project team composition and experience of team working together on strategic planning projects. Demonstrated knowledge and experience with actual implementation of possible strategies and municipal financing. **(20 points)**
- Creativity and clarity in approach to tasks to be performed. **(20 points)**
- Proven experience in effective and successful facilitation skills, public involvement and incorporating elected official, staff and citizen input related to strategic plans. **(20 points)**
- Pricing. **(20 points)**

The Committee has the option to use the above criteria for the initial ranking to short-list proposers and to use an ordinal ranking system to score short-listed proposers following presentations (if deemed necessary) with a score of “1” assigned to the short-listed proposer deemed most qualified by the Committee.

Each firm should submit documentation that evidences the firm’s capability to provide the services required for the Committee’s review for short listing purposes. After an initial review of the Proposals, the County may invite proposers for an interview to discuss the proposal and meet firm representatives, particularly key personnel who would be assigned to the project. Should interviews be deemed necessary, it is understood that the County shall incur no costs as a result of this interview, nor bear any obligation in further consideration of the submittal.

The County Commission has the authority to (including, but not limited to); approve the recommendation; reject the recommendation and direct staff to re-advertise the solicitation; or, review the responses themselves and/or request oral presentations and determine a ranking order that may be the same or different from what was originally presented to the County Commission.

10. Hold Harmless and Indemnification

Proposer covenants and agrees that it will indemnify and hold harmless the County and the County's contracted law enforcement provider, if applicable, and all of their officers, agents, and employees from any claim, loss, damage, cost, charge or expense arising out of any act, action, neglect or omission by the Proposer, whether direct or indirect, or whether to any person or property to which the County or said parties may be subject, except that neither the Proposer nor any of its subcontractors will be liable under this section for damages arising out of injury or damage to persons or property directly caused by or resulting from the sole negligence of the County or the County's contracted law enforcement provider, if applicable, or any of their officers, agents or employees.

11. Insurance

The insurance described herein reflects the insurance requirements deemed necessary for this contract by the County. It is not necessary to have this level of insurance in effect at the time of submittal, but certificates indicating that the insurance is currently carried or a letter from the Carrier indicating upgrade ability will speed the review process to determine the most qualified Proposer.

The successful Proposer(s) shall not commence operations until certification or proof of insurance, detailing terms and provisions of coverage, has been received and approved by the Columbia County Risk Manager.

The following insurance coverage shall be required.

- a. Worker's Compensation Insurance covering all employees and providing benefits as required by Florida Statute, Chapter 440, regardless of the size of the company (number of employees). The Contractor further agrees to be responsible for employment, control and conduct of its employees and for any injury sustained by such employees in the course of their employment.
- b. Liability Insurance
 - 1) Naming the Columbia County as an additional insured, on General Liability Insurance only, in connection with work being done under this contract.
 - 2) Such Liability insurance shall include the following checked types of insurance and indicated minimum policy limits.

LIMITS OF LIABILITY

Type of Insurance	each occurrence	aggregate
GENERAL LIABILITY		
	MINIMUM \$200,000 per OCCURRENCE/ \$300,000 AGGREGATE	
<u>XX</u> comprehensive form		
<u>XX</u> premises - operations		
— explosion & collapse hazard		
— underground hazard		
— products/completed operations hazard		
<u>XX</u> contractual insurance		
<u>XX</u> broad form property damage		
<u>XX</u> independent contractors		
<u>XX</u> personal injury		

AUTOMOBILE LIABILITY		
	MINIMUM \$200,000 per OCCURRENCE/ \$300,000 AGGREGATE	
<u>XX</u> comprehensive form		
<u>XX</u> owned		
<u>XX</u> hired		
<u>XX</u> non-owned		

REAL & PERSONAL PROPERTY		
— comprehensive form	Consultant must show proof they have this coverage	

EXCESS LIABILITY		
— umbrella form	bodily injury and property damage	
— other than umbrella	combined	
	\$1,000,000.	\$1,000,000.

<u>XX</u> PROFESSIONAL LIABILITY	\$1,000,000.	\$1,000,000.
* Policy to be written on a claims made basis		

The certification or proof of insurance must contain a provision for notification to the County, and the County’s contracted law enforcement provider if applicable, thirty (30) days in advance of any material change in coverage or cancellation.

The successful Proposer shall furnish to the County the certification or proof of insurance required by the provisions set forth above, within ten (10) days after notification of award of contract.

12. Retention of Records and Right to Access

The selected firm shall maintain during the term of the contract all books of account, receipt invoices, reports and records in accordance with generally accepted accounting practices and standards. The form of all records and reports shall be subject to the approval of the County's Internal Auditor. Recommendation for changes, additions, or deletions by the County's Internal Auditor must be complied with by the selected firm. The County's Internal Auditor must be permitted during normal business hours to audit and examine the books of account, reports, and records relating to this contract. The selected firm shall maintain and make available such records and files for the duration of the contract and retain them until the expiration of three years after final payment under the contract.

13. Communications

No negotiations, decisions, or actions shall be initiated or executed by the firm as a result of any discussions with any County employee. Only those communications, which are in writing from the County, may be considered as a duly authorized expression on behalf of the County. In addition, only communications from firms that are signed and in writing will be recognized by the County as duly authorized expressions on behalf of firms.

14. No Discrimination

There shall be no discrimination as to race, sex, color, creed, or national origin in the operations conducted under this contract.

15. Independent Contractor

The selected firm will conduct business as an independent contractor under the terms of this contract. Personnel services provided by the firm shall be by employees of the firm and subject to supervision by the firm, and not as officers, employees, or agents of the County. Personnel policies, tax responsibilities, social security and health insurance, employee benefits, purchasing policies and other similar administrative procedures applicable to services rendered under this agreement shall be those of the firm.

16. Staff Assignment

Columbia County reserves the right to approve or reject, for any reasons, Proposer's staff assigned to this project at any time. Background checks may be required.

17. Contract Terms

The contract shall include, but not be limited to the following terms:

The contract shall include as a minimum, the entirety of this RFP document, together with the successful Proposer's proposal. Contract shall be prepared by the Columbia County Attorney.

If Columbia defends any claim, demand, cause of action, or lawsuit arising out of any act, action, negligent acts or negligent omissions, or willful misconduct of the contractor, its employees, agents or servants during the performance of the contract, whether directly or indirectly, contractor agrees to reimburse the County for all expenses, attorney's fees, and court costs incurred in defending such claim, cause of action or lawsuit.

18. Waiver

It is agreed that no waiver or modification of this contract or of any covenant, condition or limitation contained in it shall be valid unless it is in writing and duly executed by the party to be charged with it, and that no evidence of any waiver or modification shall be offered or received in evidence in any proceeding, arbitration, or litigation between the parties arising out of or affecting this contract, or the right or obligations of any party under it, unless such waiver or modification is in writing, duly executed as above. The parties agree that the provisions of this paragraph may not be waived except by a duly executed writing.

19. Survivorship Rights

This contract shall be binding on and inure to the benefit of the respective parties and their executors, administrators, heirs, personal representative, successors and assigns.

20. Termination

The contract may be terminated by the County without cause upon providing contractor with a least sixty (60) days prior written notice. Should either party fail to perform any of its obligations under this contract for a period of thirty (30) days after receipt of written notice of such failure, the non-defaulting part will have the right to terminate the contract immediately upon delivery of written notice to the defaulting part of its election to do so. The foregoing rights of termination are in addition to any other rights and remedies that such party may have.

21. Manner of Performance

Proposer agrees to perform its duties and obligations under this contract in a professional manner and in accordance with all applicable local, federal and state laws, rules and regulations.

Proposer agrees that the services provided under this contract shall be provided by employees that are educated, trained and experienced, certified and licensed in all areas encompassed within their designated duties. Proposer agrees to furnish the County with all documentation, certification, authorization, license, permit, or registration currently required by applicable laws

or rules and regulations. Proposer further certifies that it and its employees are now in and will maintain good standing with such governmental agencies and that it and its employees will keep all license, permits, registration, authorization or certification required by applicable laws or regulations in full force and effect during the term of this contract. Failure of proposer to comply with this paragraph shall constitute a material breach of contract.

22. Addenda

The issuance of a written addendum is the only official method whereby interpretation, clarification, or additional information can be given. If any addenda are issued to this solicitation the County will attempt to notify all known prospective Proposers, however, it shall be the responsibility of each Proposer, prior to submitting their response, to contact the County Purchasing Office at (386) 719-2028 to determine if addenda were issued and to make such addenda a part of their proposal. Addenda will be posted to the County's website.

23. Acceptance Period

Proposals submitted in response to this RFP must be valid for a period no less than ninety (90) days from the closing date of this solicitation.

24. RFP Conditions and Provisions

The completed and signed proposal (together with all required attachments) must be returned to County on or before the time and date stated herein. All proposers, by submission of a proposal, shall agree to comply with all of the conditions, requirements and instructions of this RFP as stated or implied herein. All proposals and supporting materials submitted will become the property of the County. Any alteration, erasure, or interlineations by the proposer in this RFP shall constitute cause for rejection. Exceptions or deviations to this proposal may not be added after the submittal date. All proposers are required to provide all information requested in this RFP. Failure to do so may result in disqualification of the proposal.

The County reserves the right to postpone or cancel this RFP, or reject all proposals, if in its sole discretion it deems it to be in the best interest of the County to do so.

The County reserves the right to waive any technical or formal errors or omissions and to reject all proposals, or to award contract for the items herein, in part or whole, if it is determined to be in the best interests of the County to do so.

The County shall not be liable for any costs incurred by the proposer in the preparation of proposals or for any work performed in connection therein.

25. Governing Law

Interested vendors will agree that agreements shall be governed by the laws of the State of Florida and the venue for any legal action will be Columbia County, Florida.

26. Conflict of Interest

For purposes of determining any possible conflict of interest, each Proposer must disclose if any County employee is also an owner, corporate officer, or an employee of his business. If any County employee is also an owner, corporate officer, or an employee, the Proposer must file a statement with the Columbia County Supervisor of Elections pursuant to Florida Statutes 112.313.

27. Drug Free Workplace

The selected Proposer with whom an agreement will be negotiated will be required to verify they will operate a “Drug Free Workplace” as outlined in Florida Statute, Section 287.087.

28. Public Entity Crimes

A person or affiliate who has been placed on the convicted vendor list following a conviction for public entity crime may not submit a proposal on a contract to provide any goods or services to a public entity, may not submit a proposal on a contract with a public entity for the construction or repair of a public building or public work, may not submit proposals on leases of real property to public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Florida Statute, Section 287.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list.

29. Composition of Project Team

Firms are required to commit that the principals and personnel named in the proposal will perform the services throughout the contractual term unless otherwise provided for by way of a negotiated contract or written amendment to same executed by both parties. No diversion or substitution of principals or personnel will be allowed unless a written request that sets forth the qualifications and experience of the proposed replacement(s) is submitted to and approved by the County in writing.

30. Questions and Communication

All questions regarding the solicitation are to be submitted by email to the Purchasing Office, Ray_Hill@columbiacountyfla.com. All questions must include the inquiring firm’s name, address, telephone number and RFP name and number. Questions must be received at least seven (10) calendar days before the scheduled solicitation opening. Oral and other interpretations or clarifications will be without legal effect. Any addendum necessary to answer questions will be posted to the County's website, and it is the Proposer's responsibility to obtain all addenda before submitting a response to the solicitation.

PROPOSAL SIGNATURE PAGE
RFP 2017-H, LOCAL GOVERNMENT STRATEGIC PLANNING CONSULTANT

To: Columbia County

The below signed hereby agrees to furnish the proposed services under the terms stated subject to all instructions, terms, conditions, specifications, addenda, legal advertisement, and conditions contained in the RFP. I have read the RFP and all attachments, including the specifications, and fully understand what is required. By submitting this signed proposal, I will accept a contract if approved by the County and such acceptance covers all terms, conditions, and specifications of this proposal.

Proposal submitted by:

Name (printed) _____ Title _____

Company (Legal Registered) _____

Federal Tax Identification Number _____

Address _____

County/State/Zip

Telephone No. _____ Fax No. _____

Signature _____ Date _____

Addendum Acknowledgment - Proposer acknowledges that the following addenda have been received and are included in his/her proposal:

Addendum No. _____ Date Issued _____

Variances: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of RFP, attachments, or proposal pages. No variations or exceptions by the Proposer will be deemed to be part of the proposal submitted unless such variation or exception is listed and contained within the proposal documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your proposal complies with the full scope of this RFP.

Variances: _____