



GOLDER ASSOCIATES INC.  
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FACSIMILE TRANSMISSION

DATE SENT: January 13, 2000  
TO: Nassau County Coordinator  
ATTN: Mr. Walter D. Gossett  
FAX NO.: (904) 321-5784  
FROM: Wendy Karably  
PROJECT NO.: 993-3928.15  
RE: Proposal for RFQ/RFP Preparation

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COURT REPORT

Total no. of pages (including this cover page): 12

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Walt, Attached is the proposal as we discussed this morning. We are looking for your input prior to presentation to the Board and we realize that the proposal is very comprehensive, but please review thoroughly and provide us feedback on Friday. We also realize that this proposal is for a significant amount of money in total, but that a lot of work is included. For example, please note that this work includes attendance at the monthly Board meetings for updates that were included under a task in the permit work order, the budget for which, as we discussed, has been exhausted. If you would like us to revise this or any other portion of the proposal or if you have any questions, please call us as soon as possible. Thanks in advance. Wendy

cc: Omar Smith

**APPROVED** *Task 200*  
DATE 1/24/00 *JHB*

**Golder Associates Inc.**

8933 Western Way, Suite 12  
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**VIA FACSIMILE AND U.S. MAIL**

January 13, 2000

993-3928.15

Nassau County Board of County Commissioners  
P.O. Box 1010  
3163 Bailey Road  
Fernandina Beach, Florida 32035

Attention: Mr. Walter D. Gossett  
County Coordinator

**RE: COST PROPOSAL FOR PREPARATION OF  
REQUEST FOR QUALIFICATION/REQUEST FOR PROPOSAL  
PROCUREMENT DOCUMENTS (RFQ/RFP)  
NASSAU COUNTY, FLORIDA**

Dear Mr. Gossett:

Golder Associates Inc. (Golder) was requested by the Board of County Commissioners (Board) to prepare a cost proposal for the preparation of procurement documents for soliciting private entities to provide management and disposal of Nassau County's (County's) future solid waste. Golder has prepared this proposal in conjunction with our subcontractor, S2L, Incorporated (S2Li) and S2Li will be conducting a significant portion of the work involved.

Golder originally submitted a proposal for preparation of documents for a combined RFQ/RFP process on October 11, 1999. The Board authorized only Task 100 for a Workshop on Preferred Alternatives for \$10,870 by its Notice to Proceed dated November 15, 1999. The workshop was held with the Board on December 21, 1999. During the Workshop discussions indicated that a two-step Request for Qualifications (RFQ) and Request for Proposal (RFP) process should be held which would require preparation of separate documents, as well as separate periods for review and evaluation of documents submitted by the bidders. At its meeting on January 10, 2000, the Board appointed a Review and Selection Committee (Committee) that would meet with the Golder/S2Li team throughout the procurement period. Should the Committee desire that a combined RFQ/RFP procurement document be prepared, or the development of documents to include Managed Competition, a revised scope of services and budget may be prepared for consideration by the County.

Based on the information and feedback provided at the Workshop held on December 21, 1999, the RFQ/RFP is generally anticipated to require a Contractor to provide services for one of the following options: 1) development of a new landfill adjacent to the existing landfill facility; 2) development of a landfill at an alternate site in the County, or 3) haul to a public or private facility located out of the County.

Nassau County Board of County Commissioners

January 13, 2000

Attn: Mr. Walter D. Gossett

-2-

993-3928.15

The scope of services presented herein is based on our understanding of the procurement process that the Board would like to implement, as well as experience on similar projects. We would be pleased to modify the scope following review by the Board, if necessary.

## SCOPE OF SERVICES

### Task 100 – Workshop on Preferred Alternatives with the Board

This Task was completed under a previous Work Order that was approved by the Board. Therefore, its scope and cost effort are not included in this Work Order.

### Task 200 – Meetings

This task has been divided into two subtasks, as described below.

**Task 210 – Board Update Meetings:** Consultant will prepare for and attend regularly scheduled Board meetings to provide an update for the Board on the work progress. It is assumed herein that attendance will be required at the meetings on a monthly basis for the duration of the project, assumed to be 14 months (see Schedule section of this proposal), and at two additional meetings for follow-up purposes. However, as discussed in separate tasks in this proposal, preparation for and attendance at four of the regularly scheduled Board meetings is already planned. Therefore, this task includes preparation for and attendance at up to 12 regularly scheduled Board meetings.

**Task 220 – Meetings with County's Review and Selection Committee:** Consultant will prepare for, attend, and conduct up to five (5) meetings with the Committee in Yulee, Florida to discuss, evaluate, and select the components and services required in the RFQ/RFP documents. Items to discuss may include, but are not limited to:

- Qualification Requirements
- Financial Requirements
- Experience Requirements
- Procurement Process
  - RFP
  - RFQ/RFP
  - Managed Competition (scope and cost effort not included)
- Scope of Services - Type of Waste
  - In- and/or Out-of-County Facilities
  - Public/Private Partnerships
  - Base Proposal Components
  - Allowance of Other Types of Management by Contractors
  - Future Class III Management

Golder Associates

Nassau County Board of County Commissioners  
Attn: Mr. Walter D. Gossett

-3-

January 13, 2000  
993-3928.15

- Contract Terms
  - Short- versus Long-Term
  - Cost Controls
  
- Contract and Project Risks

### **Task 300 - Request for Qualification (RFQ) Process**

For every well-qualified, experienced solid waste Contractor, there are dozens of firms who profess but may not necessarily have demonstrated the capability of providing highly effective, environmentally responsive, low-cost solutions to solid waste management challenges, such as those faced by Nassau County. The County is subject to a significant risk, should the selected bidder be unable to provide the services specified within the procurement process.

In order to protect the County's interests, a "Request for Qualifications" (RFQ) process shall be conducted before the issuance of a "Request for Proposal" (RFP). This RFQ process provides prospective bidders with the opportunity to demonstrate their proven experience and fiscal capacity to provide the required services. Only those firms who demonstrate these qualifications to the satisfaction of the County are eligible to respond to the RFP. The purpose of this task is for the Consultant to assist the County in establishing the qualification criteria, preparing the necessary documents, and reviewing responses from interested Contractors for providing solid waste processing and disposal services for the County. This task has been divided into four subtasks, as described below.

**Subtask 310 - Preparation of Draft RFQ Documents:** Based on the Preferred Alternative(s) selected by the Committee, and with the direction of the County, Consultant shall develop a draft RFQ document that will define minimum qualifications necessary to address the solid waste management needs of the County.

The RFQ document shall provide information with regard to the Solid Waste Management System and the facilities serving the County including:

- Background information and existing system description;
- Solid waste quantity and general waste composition;
- Waste flow control and ownership;
- Existing rules and regulations, permits and ordinances; and
- Existing financing, rates, and charges.

The RFQ shall request various background information from respondents including:

- General corporate qualifications, stability, history and structure;
- Management approach and qualifications;

**Golder Associates**

Nassau County Board of County Commissioners

January 13, 2000

Attn: Mr. Walter D. Gossett

-4-

993-3928.15

- Permitting, construction (if needed), operating experience; and
- Financial qualifications and capacity.

Consultant shall prepare copies of the draft RFQ for review and comment by the County's Committee.

Consultant shall incorporate the comments received from the County into draft RFQ document to be considered by the Board. Copies of the draft shall be prepared and submitted to the County for final review by various departments and offices including solid waste, planning, purchasing, risk management, finance, and attorney. The County's Committee shall consolidate comments from the various County Departments, decide which comments to incorporate in case of conflicting comments, and then submit combined comments to Consultant.

After receipt of written comments from County, the Consultant shall make revisions to the RFQ document in response to County input and shall deliver the final draft to the County.

**Subtask 320 - Presentation of RFQ Documents to Board:** Consultant shall, upon request of the County, prepare presentation materials for and attend a regularly scheduled Board meeting to brief the Board of the project status and to present the RFQ document, evaluation criteria, and other issues; and for requesting Board authorization to advertise the RFQ.

**Subtask 330 - Assistance During RFQ Advertisement:** Consultant shall draft a legal notice, to be placed in the media by the County, advising prospective proposers of the County's intentions, the availability of the RFQ, the location at which it may be obtained, the cost of the package, the contact person and the date upon which the RFQ is to be received by the County.

Consultant shall prepare a list of potential Contractors for the County, which includes the name and mailing address of the company. County will place the advertisement and distribute the RFQ documents to potential Contractors.

Consultant and County shall attend a one-day pre-qualification conference in Nassau County, Florida to review and answer questions from potentially qualified firms regarding the RFQ document and shall prepare as many as two (2) addenda to the documents, if required, which address questions raised at this meeting, or other issues as identified within the document.

**Subtask 340 - Evaluation of Responses and Recommendations:** County will receive responses to the RFQ. Consultant shall receive a copy of all responses. Consultant shall perform a review and evaluation of completeness for these documents, and shall prepare a synopsis of the results of this evaluation for subsequent review with the County.

Consultant shall prepare for and attend a meeting to assist the County staff and Committee in conducting a thorough review and evaluation of each RFQ response for purposes of determining which respondents satisfy the County's evaluation criteria. This review will include an analysis of the technical, legal (by County Attorney), and financial qualifications of each respondent.

Golder Associates

Nassau County Board of County Commissioners  
Attn: Mr. Walter D. Gossett

-5-

January 13, 2000  
993-3928.15

Consultant shall prepare a letter of recommendation to County listing the qualified respondents and shall prepare presentation materials for and attend a regularly scheduled Board meeting to assist the County with the presentation of the recommended list of qualified Contractors.

### **Task 400 – Request for Proposal (RFP) Process**

The purpose of this Task is for the Consultant to:

- Prepare necessary RFP Documents to solicit proposals from previously qualified Contractors;
- Assist in the preparation of binding draft of the capital, operation, and/or disposal contract agreements to be included in the RFP package;
- Assist the County in development of evaluation criteria to be included in the RFP package;

This task has been divided into three subtasks, as described below.

**Subtask 410 - Preparation of Draft RFP Package:** The draft RFP document may include, but is not limited to, requesting the following:

- **Purpose and Procurement Approach:** Including a summary of County's project goals and philosophy, description of project participants and responsibilities of parties, organization of the RFP documents, and procurement schedule and submittal requirements.
- **Background Information:** Including demographic data and solid waste stream; facilities site information and existing County facilities conditions; federal, state and local regulatory requirements and environmental considerations; and available engineering and environmental studies.
- **Facility Requirements:** Including the proposer's responsibilities, minimum facility disposal capacity, facility reliability, waste receiving requirements, general codes; minimum standards applicable to facility construction and bottom liner design; general proposer's facility layout and staffing, weigh station, aesthetics, odor and noise control; minimum standards for environmental controls including leachate management, stormwater management and air quality; minimum standards for environmental safety and monitoring including groundwater monitoring and stormwater discharge monitoring; and proposed potential end-use plan for the facility.
- **Financing and General Contractual Principals:** Including general description of the capital, operation, and or disposal contract structure, construction agreement principals (if needed); alternative financing methods; general description of operating agreement structure and principals; County and Contractor risk allocations; performance guarantees; non-performance clause, insurance requirements; and other general terms of the agreement principals including the term of the service agreement, site ownership,

**Golder Associates**

Nassau County Board of County Commissioners  
Attn: Mr. Walter D. Gossett

-6-

January 13, 2000  
993-3928.15

waste ownership, bypass/reject material management, royalties, inspection rights by County, basis for adjustments to service fees, changes in rules and regulations, loss of use and other force majeure.

- **General Scope of Services:** Including development of Class I Landfill and possibly Class III Landfill and/or other activities, facilities design and permitting, facilities construction; facilities operations including, among other things, facility management and deliverables and operational and maintenance activities.
- **Proposal Forms:** Including forms for qualified Contractors to complete, which describe pricing commitments, statements of ownership, proposal guarantees, bid prices, equipment specifications, and project staff.
- **Organization of Proposals:** Including an outline describing the organization of proposals.
- **Narrative Portions:** Including requirements for the narrative portion of the proposals.

**Subtask 420 - Development of Evaluation Criteria:** Consultant shall prepare the evaluation criteria and attend a meeting with the County's Committee to assist the County in the review of the evaluation criteria to establish the ranking process of potential Contractors responding to the RFP. The criteria shall include both facility proposal evaluation criteria and business proposal evaluation criteria.

**Subtask 430 - Development of Draft Capital and/or Operation Contract Agreement:** With assistance and input from the County Attorney, Consultant shall prepare binding draft capital operations and/or disposal contracts for inclusion in the RFP package (with any required mark-up) by the Contractor as part of his submittal requirements for use during negotiations. This contractual offering will describe the Contractor's proposal including the technical design requirements, permitting requirements, construction requirements (if needed), operation and maintenance requirements, finance and basic service fee requirements, performance guarantees, and penalties for non-performance. It will also include general provision and conditions; minimum facility standards for technical and management requirements; business proposal for contract proposal requirements; detailed cost proposals; and specific financing plan. Other items that will be included in the RFP draft contract agreement will be permitting and construction delays; changes in tax laws; changes in regulatory requirements; changes in input materials; facility shutdown; personal injuries or property damage; citizen complaints; and other force majeure items. The Consultant shall prepare for and attend up to two (2) meetings with the County's Committee and/or Attorney to offer comments and input to assist the County Attorney in the preparation of the draft contract agreement.

#### **Task 500 - Finalize RFP Documents**

The work under this task has been divided into three subtasks, as described below.

**Golder Associates**

Nassau County Board of County Commissioners  
Attn: Mr. Walter D. Gossett

-7-

January 13, 2000  
993-3928.15

**Subtask 510 - Review by County Departments:** Consultant will incorporate the comments received from the Committee into the draft RFP document to be considered by the County. Ten (10) copies of the draft RFP will be prepared and submitted to the County for final review by various departments and offices including solid waste, planning, purchasing, risk management, finance, and attorney. The Committee will consolidate comments from the various County Departments; decide which comments to incorporate in case of conflicting comments, and then submit combined comments to Consultant.

**Subtask 520 - Finalize Document for Board Review:** After receipt of written comments from the County, the Consultant will revise the RFP document in response to County input and will deliver the final draft to the County.

**Subtask 530 - Presentation of RFP Package to Board:** Consultant will prepare for and attend a regularly scheduled County Board meeting to brief the Board on the project status and to present the RFP document, the evaluation criteria, potential ranking process, and other issues; as well as to recommend to the Board that authorization be given to advertise for solicitation of proposals from potential Contractors.

#### **Task 600 - Assistance During Advertisement**

Consultant will deliver a camera-ready copy of the RFP package and computer media containing the RFP to Nassau County. In addition, the Consultant will review the draft legal notice prepared by the County Attorney's Office or Purchasing Department that is to be placed in the media advertising the County's intentions, the availability of the RFP package, the location at which it may be obtained, the cost of the package, the contact person, and the date upon which the RFP package is to be received by the County.

The County will place any advertisement and distribute the RFP documents to interested Contractors.

Consultant and selected County staff will attend a one-day pre-proposal conference in Nassau County to review and answer questions from interested Contractors regarding the RFP package. The Consultant will prepare as many as two addenda to the documents, if required, which address the questions raised at this meeting or other matters.

#### **Task 700 - Evaluation of Proposals, Ranking and Recommendations**

The work under this task has been divided into two subtasks, as described below.

**Task 710 - Evaluation of the Proposals:** County will receive responses to the RFP and provide a copy to the Consultant. Consultant will perform a review and evaluation with respect to completeness, and will prepare a synopsis of respondents for subsequent review with the Review Committee.

The Consultant will attend up to two (2) meetings in Nassau County to assist the County staff and the Committee in evaluating the proposals and to review their responsiveness to the

**Golder Associates**

Nassau County Board of County Commissioners  
Attn: Mr. Walter D. Gossett

-8-

January 13, 2000  
993-3928.15

information requested in the RFP. The Consultant will also assist in ranking the responsive proposals and prepare for the presentation to the Board. Further clarification, if needed, will be solicited from the proposing Contractors during the evaluation process.

**Subtask 720 - Presentation of Proposals and Ranking to Board:** The Consultant shall prepare materials for and attend a regularly scheduled Board meeting to assist the County with the presentation of the recommended ranking.

#### **Task 800 - Additional Services**

Consultant shall obtain written authorization from the County before conducting additional services beyond the initial allocated hours and budget. Additional services may include, but are not limited to: soliciting various solid waste management and disposal technologies not approved by the Board at the Workshop under Task 100; change in the procurement process such as the allowance for Managed Competition; and increase in the number of meetings with the Committee, County staff, or potential Contractors or Bidders.

Other additional services may include preparation of proposed documents without qualifying potential contractors and preparing more than one solicitation from qualified contractors; and attending additional Board meetings/workshops to discuss the content of the procurement documents. It is assumed that once the Board selects the Preferred Contractor, the County would prepare the appropriate contracts for execution by the parties. However, additional negotiations may be required by the Board.

The Consultant shall provide assistance during these negotiations as an additional service. The additional assistance may include, but not necessarily be limited to, preparing additional addenda, preparing and attending negotiation meetings, preparing additional information required to support the Committee and County staff during the negotiation process, and presenting the results to the Board and/or attending any meetings. Preparation of conceptual layouts or footprints, environmental suitability, and permitting determination of any specific site is beyond the scope of services outlined in this cost proposal.

In the event that a reduced level of effort from that specified in this scope of services is determined to be acceptable or necessary, applicable charges to the County will be reduced. However, in the event that an increased level of effort is required, the Consultant shall so advise County and present an appropriate Change Order for Board consideration and approval before performing out-of-budget services.

#### **SCHEDULE**

Consultant can begin work on this project within one week of receipt of notice to proceed. The schedule for completion of the scope of services as outlined above is estimated to be approximately twelve to fourteen months, including 60 days for the Contractors to respond to the RFP.

**Golder Associates**

Nassau County Board of County Commissioners  
Attn: Mr. Walter D. Gossett

-9-

January 13, 2000  
993-3928.15

### **COST ESTIMATE**

The cost estimate to complete this work is \$140,371 based on the scope of services as outlined above. A breakdown of this cost estimate is presented in Table 1, which is attached to this letter.

Golder proposes to perform this work on a cost reimbursable not-to-exceed basis in accordance with the labor and unit rates listed in Table 1. The County will only be billed actual hours and expenses incurred on the project for work within the agreed scope of work. Direct expenses will be marked up 10 percent for administrative purposes. Photocopies, computer and CADD time will be billed at the unit rates listed in Table 1. Travel and communications costs will not be billed to Nassau County as stated in our August 1998 proposal. The cost estimate will not be exceeded without prior authorization from Nassau County.

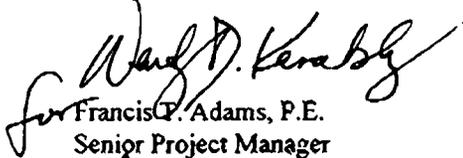
### **TERMS AND CONDITIONS**

This work will be performed under the Agreement for Consulting Services between Golder and the County, dated February 22, 1999.

Golder appreciates this opportunity to provide engineering services to Nassau County. If you have any questions regarding this proposal, please do not hesitate to call.

Very truly yours,

GOLDER ASSOCIATES INC.

  
Francis P. Adams, P.E.  
Senior Project Manager

  
Wendy D. Karably  
Senior Project Manager/Associate

Attachments

cc: Omar Smith, S2Li - via facsimile only

FN: G:/COMMON/ADAMS/PROPOSAL/NASSAUCO/SWMP\_RFP/RFP/PROPI.DOC

**Golder Associates**

**TABLE 1**  
**Cost Estimate**  
**Preparation of a RFQ/RFP Procurement Document**  
**Solid Waste Management and Disposal**  
**Nassau County, Florida**

LABOR		LABOR CATEGORY AND RATE										TOTAL HOURS	SUBTOTAL LABOR	
		Principal \$130	Associate \$110	Senior Proj. Mgr. \$105	Senior Engineer \$95	Project Engineer \$75	Staff Engineer I \$60	Staff Engineer II \$55	Drafting \$45	Technician \$40	Clerical \$40			
TASK	DESCRIPTION													
210	Board Update Meetings	0	40	15	0	8	8	0	0	0	0	4	75	\$7,215
220	Committee Meetings	0	24	16	0	4	4	0	0	0	0	2	50	\$4,940
310	Preparation of Draft RFQ	0	16	8	0	0	0	0	0	0	0	0	24	\$2,600
320	Presentation of RFQ to Board	0	6	2	0	0	0	0	0	0	0	0	8	\$870
330	Assistance During Advertisement	0	10	4	0	0	0	0	0	0	0	0	14	\$1,520
340	Evaluation of RFQs	0	6	4	0	4	0	0	0	0	0	0	14	\$1,380
410	Preparation of Draft RFP	0	16	12	0	6	8	0	0	0	0	4	46	\$4,110
420	Development of Evaluation Criteria	0	4	2	0	0	2	0	0	0	0	0	8	\$770
430	Development of Draft Agreement	0	16	8	0	8	0	0	0	0	0	2	34	\$3,280
510	Draft RFP for Co. Department Review	0	4	2	0	0	0	0	0	0	0	0	6	\$650
520	Finalize RFP for Board Review	0	8	4	0	0	0	0	0	0	0	0	12	\$1,300
530	Presentation of RFP to Board	0	8	4	0	4	0	0	0	0	0	0	16	\$1,600
600	Assistance During Advertisement	0	12	6	0	4	0	0	0	0	0	4	26	\$2,410
710	Evaluation of Proposals	0	16	8	0	8	8	0	0	0	0	4	44	\$3,840
720	Presentation to Board	0	10	4	0	4	0	0	0	0	0	0	18	\$1,820
800	Additional Services	0	0	0	0	0	0	0	0	0	0	0	0	\$0
<b>TOTALS:</b>		<b>0</b>	<b>196</b>	<b>99</b>	<b>0</b>	<b>50</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>395</b>	<b>\$38,305</b>

EXPENSES		Field Vehicle (day) \$75	Per Diem (day) \$25	Communication (est.)	Mileage (mile) \$0.31	Shipping/Postage (est.)	Lab Testing (est.)	Office Computer (hr) \$10	AutoCAD Computer (hr) \$20	Photocopying (est.) \$0.15	Field Equipment (est.)	Subcontractors (est.)	SUBTOTAL EXPENSES
TASK	DESCRIPTION												
210	Board Update Meetings	0	0	\$0	0	\$0	\$0	0	0	100	\$0	\$3,000	\$3,015
220	Committee Meetings	0	0	\$0	0	\$0	\$0	0	0	100	\$0	\$9,235	\$9,250
310	Preparation of Draft RFQ	0	0	\$0	0	\$50	\$0	0	0	500	\$0	\$10,244	\$10,369
320	Presentation of RFQ to Board	0	0	\$0	0	\$0	\$0	0	0	75	\$0	\$3,548	\$3,559
330	Assistance During Advertisement	0	0	\$0	0	\$50	\$0	0	0	100	\$0	\$4,676	\$4,741
340	Evaluation of RFQs	0	0	\$0	0	\$0	\$0	0	0	0	\$0	\$6,062	\$6,062
410	Preparation of Draft RFP	0	0	\$0	0	\$150	\$0	0	0	750	\$0	\$14,388	\$14,651
420	Development of Evaluation Criteria	0	0	\$0	0	\$0	\$0	0	0	0	\$0	\$2,020	\$2,020
430	Development of Draft Agreement	0	0	\$0	0	\$0	\$0	0	0	500	\$0	\$13,504	\$13,579
510	Draft RFP for Co. Department Review	0	0	\$0	0	\$100	\$0	0	0	100	\$0	\$1,998	\$2,113
520	Finalize RFP for Board Review	0	0	\$0	0	\$0	\$0	0	0	50	\$0	\$3,766	\$3,774
530	Presentation of RFP to Board	0	0	\$0	0	\$0	\$0	0	0	75	\$0	\$4,802	\$4,875
600	Assistance During Advertisement	0	0	\$0	0	\$50	\$0	0	0	100	\$0	\$6,443	\$6,508
710	Evaluation of Proposals	0	0	\$0	0	\$0	\$0	0	0	50	\$0	\$13,845	\$13,833
720	Presentation to Board	0	0	\$0	0	\$0	\$0	0	0	75	\$0	\$3,689	\$3,700
800	Additional Services	0	0	\$0	0	\$0	\$0	0	0	0	\$0	\$0	\$0
<b>TOTALS:</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$386</b>	<b>\$0</b>	<b>\$101,280</b>	<b>\$102,066</b>

**TABLE 1**  
**Cost Estimate**  
**Preparation of a RFQ/RFP Procurement Document**  
**Solid Waste Management and Disposal**  
**Nassau County, Florida**

COST SUMMARY				
TASK	DESCRIPTION	SUBTOTAL LABOR	SUBTOTAL EXPENSES	TASK TOTAL
210	Bond Update Meetings	\$7,215	\$3,015	\$10,230
220	Committee Meetings	\$4,940	\$9,230	\$14,190
310	Preparation of Draft RFP	\$2,600	\$10,369	\$12,969
320	Presentation of RFP to Board	\$870	\$3,559	\$4,429
330	Assistance During Advertisement	\$1,590	\$4,741	\$6,261
340	Evaluation of RFPs	\$1,380	\$6,062	\$7,442
410	Preparation of Draft RFP	\$4,110	\$14,651	\$18,761
420	Development of Evaluation Criteria	\$770	\$2,020	\$2,790
430	Development of Draft Agreement	\$3,280	\$13,579	\$16,859
510	Draft RFP for Co. Department Review	\$650	\$2,113	\$2,763
520	Finalize RFP for Board Review	\$1,300	\$3,774	\$5,074
530	Presentation of RFP to Board	\$1,600	\$4,873	\$6,473
600	Assistance During Advertisement	\$2,410	\$6,508	\$8,918
710	Evaluation of Proposals	\$3,640	\$13,853	\$17,693
720	Presentation to Board	\$1,820	\$3,700	\$5,520
800	Additional Services	\$0	\$0	\$0
<b>TOTALS</b>		<b>\$38,305</b>	<b>\$102,066</b>	<b>\$140,371</b>