

Procurement for Federally Funded Projects

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Presentation Outline

- ▶ Procurement Basics
 - ▶ Rules & Regulations
 - ▶ Various Methods & Definition
- ▶ Procurement Process for Local Aid Projects
 - ▶ Written Policies & Procedure Requirements
 - ▶ Local Aid Review Requirements prior to advertisement
 - ▶ RFP Package Requirements
 - ▶ Advertisement Requirements
 - ▶ Evaluation & Selection Process
 - ▶ Negotiation Process
 - ▶ Agreement
 - ▶ Monitor

Presentation Outline

- ▶ Procurement Mistakes to Avoid
 - ▶ Rating vs Ranking
 - ▶ Technical Proposal vs Cost Proposal
 - ▶ Negotiating the Indirect Cost Rates
- ▶ Additional Resources
- ▶ Q&A Session

Procurement Basics

- ▶ Procurement of Professional Services for Engineering and Design Related Work
 - ▶ Engineering and design related services are defined as "program management, construction management, feasibility studies, preliminary engineering, design, engineering, surveying, mapping or architectural related services" (as specified in 23 U.S.C. §112(b)(2)(A) and 23 CFR §172.3).
 - ▶ Engineering and Design Related Services (Most Common for Local Aid Projects)
 - ▶ Preliminary Engineering Phase
 - ▶ Final Design Phase
 - ▶ Construction Phase (Construction Inspections and/or Construction Support Services)

IMPORTANT NOTE

Conflict of Interest

Construction Inspection cannot be performed by the same consultant who has provided design for the project.

Procurement Basics

- ▶ Procurement of Professional Services for Engineering and Design Related Work...
 - ▶ Contracts for Engineering and Design related services which utilize Federal-Aid Highway program funds must comply with the requirements established in 23 USC 112 and 23 CFR Part 172
 - ▶ Many additional Federal laws and regulations apply to the procurement and administration of engineering and design related services.

Procurement Basics

- ▶ Regulations that govern Federal Funds
 - ▶ 2 CFR 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federally Funded Projects)
 - ▶ 23 CFR Part 172 (Procurement, Management, and Administration of Engineering and Design Related Services)
 - ▶ 48 CFR 31 Contract Cost Principles and Procedures

Procurement Basics

► Consultant Procurement Methods

1. Competitive Negotiation | Qualifications-based Selection | The Brooks Act
2. Small Purchases
3. Noncompetitive



This is what we use for most of
Local Aid Projects

Procurement Basics – Method 1

- ▶ Competitive Negotiation (Qualifications-based Selection | The Brooks Act)
 - ▶ Generally apply when the engineering and design-related services you need directly relate to a construction project
 - ▶ Unlike low-bid contracting, the Brooks Act requires the selection of a consultant based on its qualifications to provide the needed services.

Procurement Basics – Method 1

▶ Competitive Negotiation

- ▶ The Brooks Act also requires basing the contract amount on a fair and reasonable cost that is negotiated by the agency and the selected firm.
- ▶ Under competitive negotiation procedures, the goal is to determine and agree to contract terms for “fair and reasonable” compensation, considering the scope and complexity of the work.
- ▶ Agencies are required to develop an independent cost estimate (ICE) to serve as a basis for negotiations with the selected consultant. Competitive negotiations take place after selection and only with the selected firm. If a fair price cannot be negotiated based on the ICE, the LPA can go to the next qualified firm.

Procurement Basics – Method 2

▶ Small Purchases

- ▶ These procedures apply when total contract costs will not exceed the Federal simplified acquisition threshold of \$150,000. If the total contract costs are below the established threshold, applicable State small-purchase procedures may be used to procure engineering and design-related consultant services.
- ▶ If a State has an established threshold lower than the Federal \$150,000 threshold, the lower State threshold will apply to the use of Federal-aid funds. If the total contract costs are below the established threshold, applicable State small-purchase procedures may be used to procure engineering and design-related consultant services.

Procurement Basics – Method 2

- Small Purchases - For New Jersey: State Government - State Contracting law NJ 52:34-7 State bid advertising thresholds.

52:34-7 State bid advertising thresholds.

As per NJ Dept. Treasury Circular No.: 22-09-DPP (Effective January 18, 2022) - Bid Threshold was increase to \$150,000.00.

(This is not applicable for Local Aid Projects since LPA have to follow local public contract law)

2. a. Any such purchase, contract or agreement may be made, negotiated, or awarded by the Director of the Division of Purchase and Property or the Director of the Division of Building and Construction, as the case may be, without advertising, in any manner which the director may deem effective to promote full and free competition whenever competition is practicable, if: (1) the aggregate amount involved does not exceed \$25,000.00 or the amount determined pursuant to subsection b. of this section; or (2) (Deleted by amendment, P.L.1985, c.107) or (3) the aggregate amount involved including labor and construction materials does not exceed \$25,000.00 or the amount determined pursuant to subsection b. of this section in the case of contracts or agreements for the erection, construction, alteration, or repair of any public building or facility.

When the aggregate amount involved does not exceed \$25,000.00 or the amount determined pursuant to subsection b. of this section in the case of contracts or agreements for the erection, construction, alteration, or repair of any public building or facility, the Director of the Division of Purchase and Property or the Director of the Division of Building and Construction may, at the director's discretion, delegate to the appropriate State department or using agency the director's authority to make, negotiate, or award a contract or agreement without advertising.

The Director of the Division of Purchase and Property or the Director of the Division of Building and Construction, as the case may be, shall establish, in accordance with the "Administrative Procedure Act," P.L.1968, c.410 (C.52:14B-1 et seq.), rules and regulations concerning procedural requirements for the making, negotiating or awarding of purchases, contracts or agreements pursuant to this section, at the director's discretion.

b. The Governor, in consultation with the Department of the Treasury, shall, no later than March 1 of every fifth year beginning in the fifth year after the year in which P.L.1999, c.440 takes effect, adjust the threshold amount set forth in subsection a. of this section, or the threshold amount resulting from any adjustment under this subsection, in direct proportion to the rise or fall of the index rate as that term is defined in section 2 of P.L.1971, c.198 (C.40A:11-2), and shall round the adjustment to the nearest \$1,000. The Governor shall, no later than June 1 of every fifth year, notify the Director of the Division of Purchase and Property and the Director of the Division of Building and Construction of the adjustment. The adjustment shall become effective on July 1 of the year in which it is made.

Procurement Basics – Method 2

► Small Purchases - For New Jersey: Local Government - Local Contracting law 40A:11-3

a. When the cost or price of any contract awarded by the contracting agent in the aggregate does not exceed in a contract year the total sum of \$17,500, the contract may be awarded by a purchasing agent or other employee so designated by the governing body when so authorized by ordinance or resolution, as appropriate to the contracting unit, without public advertising for bids, except that the governing body of any contracting unit may adopt an ordinance or resolution to set a lower threshold for the receipt of public bids or the solicitation of competitive quotations. If a purchasing agent has been appointed, the governing body of the contracting unit may establish that the bid threshold may be up to \$25,000 or the threshold amount adjusted by the Governor pursuant to subsection c. of this section. Such authorization may be granted for each contract or by a general delegation of the power to negotiate and award such contracts pursuant to this section.

b. Any contract made pursuant to this section may be awarded for a period of 24 consecutive months, except that contracts for professional services pursuant to subparagraph (i) of paragraph (a) of subsection (1) of section 5 of P.L.1971, c. 198 (C.40A:11-5) may be awarded for a period not exceeding 12 consecutive months. The Division of Local Government Services shall adopt and promulgate rules and regulations concerning the methods of accounting for all contracts that do not coincide with the contracting unit's fiscal year.

c. The Governor, in consultation with the Department of the Treasury, shall, no later than March 1 of every fifth year beginning in the fifth year after the year in which P.L.1999, c. 440 takes effect, adjust the threshold amount , in direct proportion to the rise or fall of the index rate as that term is defined in section 2 of P.L.1971, c. 198 (C.40A:11-2), and shall round the adjustment to the nearest \$1,000. The Governor shall, no later than June 1 of every fifth year, notify each governing body of the adjustment. The adjustment shall become effective on July 1 of the year in which it is made.

Procurement Basics – Method 3

▶ Noncompetitive

- ▶ This method may be used in limited circumstances where the service is available only from a single source, an emergency exists, or where competition is determined to be inadequate after a solicitation has been made.
- ▶ You must obtain approval from FHWA for each use of this procurement method.

Procurement Process for Local Aid Projects

- ▶ For Local Aid Purpose – **We are mostly using Method 1**
 - ▶ Competitive Negotiation | Qualifications-based Selection | The Brooks Act
- ▶ To be eligible for Federal Funds:
 - ▶ Each Local Public Agency seeking federal-aid funds must complete NJDOT Division of Local Aid's Federal Aid Eligibility Assessment.
 - ▶ Local Public Agency must have written procurement policies and procedures **(This is reviewed as part of Federal Aid Eligibility Assessment)**

Procurement Process for Local Aid Projects

- ▶ The required written policies and procedures must address:
 - ▶ Preparing a scope of work and cost estimate for selecting a consultant
 - ▶ The solicitation, evaluation, ranking, and selection of consultants
 - ▶ Negotiation of consultant reimbursement
 - ▶ Monitoring a consultant's work
 - ▶ Consultant errors and omissions.

Procurement Process for Local Aid Projects

- ▶ Overview of the Procurement Process for Local Aid Projects
 1. Prepare RFP package & submit to Local Aid District Office for review
 2. Local Aid District office to review & provide approval to advertise RFP
 3. Advertise RFP
 4. Receive Proposals
 5. Evaluate & Select
 6. Negotiate
 7. Agreement
 8. Monitor

Procurement Process for Local Aid Projects

- ▶ LPA to prepare and submit the package including the following for Local Aid Review prior to advertisement:
 - ▶ Detailed Request for Proposal (RFP)
 - ▶ Evaluation Criteria
 - ▶ Independent Cost Estimate (ICE)

STEP 1&2

Procurement Process for Local Aid Projects

- ▶ Detailed Request for Proposal (RFP) should include the following at minimum:
 - ▶ Detailed Scope of Work (Project Locations and Existing Conditions; Description of Proposed Improvements, Location Map; Project related tasks and deliverables)
 - ▶ Method of Payment (Cost Plus Fixed Fee)
 - ▶ General Instructions (Submission of Proposals; Quotations, Proposals, and Forms; Interpretations and Questions; Award of Contract; New Jersey Anti-Discrimination; Mandatory Affirmative Action Certifications; Insurance Requirements; Indemnifications; Payment; Termination; Other applicable requirements)
 - ▶ Submission of Proposals (Separate sealed cost proposals will be received by the Purchasing Agent on January xx,xxxx, 10:00 a.m. EST at specific location; number of copies)
 - ▶ Creation of a Proposal Requirements Checklist for additional information such as: (Copies of DBE Certifications; Proof of NJDOT approved Overhead Rates; New Jersey Business Registration; Statement of Ownership; Non-Collusion Affidavit; Acknowledgement of Receipt of Addendum; Checklist Signature Page)

Procurement Process for Local Aid Projects

Evaluation Criteria		
Quality and Presentation of proposal	Understanding of Project Scope	Team's experience with Similar Projects
Teams experience with Federal Projects	Relevant Experiences of Resident Engineer/Team Lead/Project Manager	Overall Project Team Experience
Technical Qualifications (Education, Certification, Licenses)	Project Management Plan (QA/QC)	Comprehensive Work Plan
Team's Location	Firm/Team's Overall Workload & Capabilities	Schedule

Price shall not be used as a factor in the evaluation, ranking, and selection phase. All price or cost related items which include, but are not limited to, cost proposals, direct salaries/wage rates, indirect cost rates, and other direct costs are prohibited from being used as evaluation criteria.

Procurement Process for Local Aid Projects

Project Manager	Project Specific Education, License and Other Requirements (TP Section 5)	Experience On Similar Projects (TP Section 6)	Similar Project Experience (TP Sections 6 & 7)
PROJECT MANAGER	<ul style="list-style-type: none"> BACHELORS DEGREE NJPE 	UP TO 6 PROJECTS	<ul style="list-style-type: none"> EXPERIENCE IN NJDOT PROJECT DELIVERY PROCESS WITH THE MANAGEMENT OF AT LEAST ONE TRANSPORTATION PROJECT WITH SIMILAR SIZE AND COMPLEXITY FROM PRELIMINARY DESIGN/ENGINEERING PHASE THROUGH THE COMPLETION OF CONSTRUCTION WITHIN LAST 15 YEARS. DEPUTY PROJECT MANAGEMENT EXPERIENCE CAN (CANNOT) BE APPLIED FOR 1-3 PROJECTS.
		4 TO 10 YEARS	<ul style="list-style-type: none"> EXPERIENCE WITH FHWA'S NEPA PROCESS. EXPERIENCE IN MAINTAINING PROJECT'S BUDGET, SCHEDULE, SCOPE AND QUALITY MANAGEMENT AND SHOULD HAVE BEEN DIRECTLY RESPONSIBLE FOR BUDGET, SCHEDULE AND DELIVERY OF DESIGN DOCUMENTS/ STUDY REPORTS. EXPERIENCE IN PROJECT'S PUBLIC OUTREACH. EXPERIENCE IN PROJECT(S) OF SIMILAR SIZE AND COMPLEXITY SHOULD HAVE INCLUDED THE FOLLOWING (NJDOT CONTRACT MANAGER TO SELECT/ADD/DELETE APPROPRIATE PROJECT SPECIFIC CATEGORIES MARKED IN RED BELOW): <ul style="list-style-type: none"> HIGHWAY DESIGN INCLUDING GEOMETRIC DESIGN AND/OR DRAINAGE DESIGN AND/OR TRAFFIC SIGNAL/SAFETY ENGINEERING AND/OR ITS AND/OR PAVEMENT DESIGN AND/OR MPT AND/OR ROW ENGINEERING

Requirements for Project Manager

GEOTECHNICAL ENGINEERING	<ul style="list-style-type: none"> BSCE NJPE 	UP TO 6 PROJECTS 3 TO 5 YEARS	<ul style="list-style-type: none"> PERFORMED FOUNDATION, RETAINING WALL, SHEET PILE, NOISE WALL, SIGN STRUCTURE DESIGN PERFORMED SETTLEMENT, STABILITY ANALYSIS PERFORMED WAVE EQUATION, DRIVABILITY, PILE DYNAMIC ANALYSIS PREPARED FOUNDATION REPORTS EXPERIENCE WITH NJDOT /AASHTO BRIDGE AND STRUCTURE DESIGN MANUAL
PAVEMENT DESIGN	<ul style="list-style-type: none"> BSCE NJPE 	UP TO 6 PROJECTS 2 TO 4 YEARS	<ul style="list-style-type: none"> CONCRETE PAVEMENT REHAB TECHNIQUES SOIL MECHANICS – RESILIENT MODULUS AND SUBSURFACE DRAINAGE SUPERPAVE LEVEL I LIFE CYCLE COST ANALYSIS BACK CALCULATION OF FWD DEFLECTION DATA. EXPERIENCE WITH SHRP LTPP DISTRESS IDENTIFICATION MANUAL EXPERIENCE WITH AASHTO GUIDE FOR DESIGN OF PAVEMENT STRUCTURES, 1993 OR LATER
HYDRAULICS AND HYDROLOGY	<ul style="list-style-type: none"> BSCE TRAINING OR EXPERIENCE IN DRAINAGE DESIGN SOFTWARE (I.E. HEC-RAS, PONDPACK, HYDROCAD, STORMCAD, WATERSHED MODELING SYSTEM (WMS)) TRAINING IN SCOUR 	UP TO 6 PROJECTS 4 TO 6 YEARS	<ul style="list-style-type: none"> DESIGN OF RETENTION AND DETENTION BASIN FOR WATER QUALITY PERFORMED HIGHWAY STORM WATER DRAINAGE SPREAD CALCULATIONS AND DEVELOPED STORM WATER MANAGEMENT PLAN. PERFORMED SCOUR ANALYSIS AND FLOOD ROUTING CALCULATIONS
UTILITY ENGINEERING	<ul style="list-style-type: none"> BS IN ENGINEERING 	UP TO 6 PROJECTS 3 TO 5 YEARS	<ul style="list-style-type: none"> PREPARATION OF UTILITY RELOCATION SCHEMES AND DESIGN-CONSTRUCTION PLANS PREPARATION OF UTILITY AGREEMENT PLANS PREPARATION OF SPECIFICATIONS (SPECIAL PROVISIONS) EXPERIENCE WITH NJDOT CAPITAL PROJECT

Team Leader Requirements

These requirements are currently being updated. You can find the latest version at the following link:
<https://www.state.nj.us/transportation/contribute/business/procurement/ProfServ/pdf/KeyStaffStandards.pdf>

Procurement Process for Local Aid Projects

Independent Cost Estimate (ICE) Calculations

Date of Original Request:

Project Title:

UPC:

Project Classification

Estimated Construction Cost:

Design/Construction Ratio

Phase of Work

Project Manager

6A

\$ 923,400.00

52%

PE and FD

Man-Hour Estimates for the following Design Phases:

Preliminary Engineering (PE)	PE =	55%
Final Design (FD)	FD =	45%
	Total =	100%

Total Design Cost (TDC) = Estimated Const. Cost x Design Const. Ratio = \$ 480,168.00

Estimated Consultant Preliminary Engineering Design Cost	Z(TDC x PE)	= \$ 198,069.30
Estimated Consultant Final Design Cost	Z(TDC x FD)	= \$ 162,056.70
Total Estimated Consultant Design Cost		= \$ 360,126.00

Estimated Consultant Preliminary Engineering Design Hours	(PE Cost/(Y x AHR))	=	1,916	MH
Estimated Consultant Final Design Hours	(FD Cost/(Y x AHR))	=	1,568	MH
Total Estimated Hours		=	3,484	MH

Assumptions:

Average Hourly Rate (AHR) =	\$ 38.00	Z =	Consultant to In-House Ratio	75%
Overhead (OH) =	154%			
Fixed Fee (FF) =	18%			

(Assuming 75% Consultant Design)

Where:

a = AHR x OH =	\$ 58.52
b = AHR x FF =	6.84

Hourly Rate (HR) = AHR + a + b = \$ 103.36

Y = HR/AHR = \$ 2.72

Agencies are required to develop an independent cost estimate (ICE) to serve as a basis for negotiations with the selected consultant. Remember The Brooks Act - this is required to be "fair and reasonable"

Procurement Process for Local Aid Projects

Independent Cost Estimate

UPC
Project Title
Project Classification
Phase of Work
Request Date

6A
PE and FD
05/14/21

Preliminary ICE
Preliminary ICE w/Consultant Comparison Report
Final ICE w/Consultant Comparison Report

Final ICE

Prepared by

PM
Est. Const. Cost \$
Design Const Ratio

0
923,400.00
52%

Total %	PE %	Unit Description	Total Hours Prelim. & Final	PE Hours	FD Hours	Recommended FD Hours
8	57	PM (Consultant)	279	159	120	
2	100	Survey	70	70	0	
4	50	Utilities	139	70	70	
48	40	Prepare Roadway Plans	1,672	669	1,003	
0	100	Geometrics	0	0	0	
	100		0	0	0	
	0	Design Exception	0	0	0	
	0	Access	0	0	0	
	0	ROW Engineering	0	0	0	
	0	Structures	0	0	0	
4	100	Community Involvement	139	139	0	
4	100	Environmental	139	139	0	
	0	Cultural Resources	0	0	0	
	0	Hazardous Waste	0	0	0	
10	30	Traffic/Electrical/Lighting	348	105	244	
21	0	Specs/Reviews	732	0	732	
0	0	ITS	0	0	0	
0	0	Construction Support services	0	0	0	
		Total Hours =	3,484	1,350	2,169	0

Procurement Process for Local Aid Projects

- ▶ Advertisement
 - ▶ Must be approved by Local Aid prior to advertisement
 - ▶ Two (2) Legal Newspapers (1 Local & 1 Regional) for three (3) consecutive weeks
 - ▶ LPA will provide at least 14 working days after the last advertisement for the Consultant to respond to the solicitation

STEP 3

Procurement Process for Local Aid Projects

► Evaluation & Selection

- LPA receives the proposals at the designated time and place. A separate sealed cost proposal is submitted as part of the proposal.
- Proposals are evaluated and ranked independently by members of the Consultant Selection Committee (CSC). The consultant Selection Committee shall consist of at least three individuals
- All submitted proposals must be evaluated and ranked according to the evaluation criteria and scoring process outline in the RFP. CSC members review and score independently. CSC members should meet to go over scores to make sure there are no anomalies

STEP 4&5

Procurement Process for Local Aid Projects

► Evaluation & Selection

- The members of the Consultant Selection Committee meet to discuss the rankings and, if necessary, ask the top ranked Consultants to make an oral presentation. This requirement for presentation should be part of the RFP to be applicable.
- The top ranked Consultant is selected, and their cost proposal is opened.



Ensure proper ratings have been assigned prior to opening the cost proposal of the selected consultant.

Procurement Process for Local Aid Projects

► Negotiation

- The LPA negotiates the Man-hours with the selected Consultant. Approved Independent Cost prepared prior to advertisement is used as the basis for the negotiation to arrive at a fair and reasonable compensation for the solicited services.
- Only work included in the original advertised scope of services are incorporated into the contract.
- The allowable costs include the direct costs associated with the specific of the contract as well as overhead costs. Only NJDOT approved overhead rates are used. All prime firms must be Cost Basis Approved (CBA) with NJDOT. The following link provides additional information: <https://www.state.nj.us/transportation/business/procurement/ProfServ/CostBasisApprov.shtm>

STEP 6

Procurement Process for Local Aid Projects

- ▶ If a satisfactory negotiation cannot be reached with the number one Firm, then cost proposal of number two Firm will be opened.
- ▶ All other Cost Proposals are returned unopened after a successful negotiation process.
- ▶ LPA should enter into an agreement with the selected firm prior to starting any work related to the project. A separate agreement should also be in place between the Department and LPA.

STEP 5&6&7

Important Note:

Formally Terminate Negotiate before moving to the second consultant. You can only negotiate with one consultant at a time

Procurement Process for Local Aid Projects

- ▶ LPA must ensure compliance with the federal aid agreement requirements. Costs incurred prior to the execution of agreement are not reimbursable. Non-compliance to these requirements can jeopardize the project funding.
- ▶ Project end date is defined within the executed agreement and all work must be completed prior to the project end date to be eligible for reimbursement.
- ▶ Project end date cannot be modified without proper executed agreement modification. Administrative delays are usually not considered a valid reason to support agreement modification.

STEP 7

Procurement Process for Local Aid Projects

- ▶ Once an agreement is executed, the consultant's work must be monitored for the life of the contract for services.
- ▶ LPA must be adequately staffed to oversee this work, and at a minimum must provide at least one full-time LPA employee in responsible charge of the consultant's work.
- ▶ LPA should monitor the consultant's work for quality and completeness, and invoices must be consistent with the contract terms and the FAR cost principles.

STEP 8

Mistakes to Avoid

▶ Rating vs Ranking

- ▶ Ratings are based on a pre-established evaluation criteria. Ranking a firm based on preference or other factors is not allowed.
- ▶ All raters provide scores in each of the evaluation criteria, and each raters scores are totaled. Ranking of the firms does not apply until the end when all of the raters scores for each firm are added together and averaged. The averaged total score for each firm establishes the ranking.

Mistakes to Avoid

- ▶ Technical Proposal vs Cost Proposal
 - ▶ Requiring Man Hours as part of the technical proposal
 - ▶ Man-Hours CANNOT be included with any technical proposal. They should be submitted in separate sealed cost proposal only. Overhead rates cannot be part of the technical proposal either.
 - ▶ A Man-Hour estimate is a direct relationship to cost. It is strictly not allowed.

Mistakes to Avoid

- ▶ Negotiating the Indirect Cost Rates
 - ▶ An accepted and approved indirect cost rate must be used for purposes of contract estimation, negotiation, and administration and it cannot be negotiated or subjectively capped.
 - ▶ NJDOT Bureau of External Audit approves indirect cost rate of consultant in compliance with the FAR cost principles.

Additional Resources

- ▶ Information on FHWA's consultant services policy and guidance
<http://www.fhwa.dot.gov/programadmin/consultant.cfm>
- ▶ Additional regulation on administration of engineering and design-related service contracts
<http://www.ecfr.gov/cgi/t/text/text-idx?c=ecfr&sid=88df046e4fbccfb189a147f0e13d2e15&rgn=div5&view=text&node=23:1.0.1.2.3&idno=23>
- ▶ Federal regulations on administration of engineering and design-related service contracts
<http://www.ecfr.gov/cgi/t/text/text-idx?c=ecfr&sid=2d0307d68fc3ad4e117788370d178f2e&rgn=div5&view=text&node=48:1.0.1.5.30&idno=48>
- ▶ Information on consultant services in Q & A format
<http://www.fhwa.dot.gov/programadmin/172qa.cfm>
- ▶ Link to Guidance Document for NJDOT Activity Description – Grouped by Phases -
<https://www.nj.gov/transportation/capital/pd/guidance.shtm> -
- ▶ Federal Aid Essential – [Hiring a Consultant Using Competitive Negotiation Procedures - Other Programs- Federal-aid Essentials for Local Public Agencies \(dot.gov\)](#)

