



John M. Pellegrino
Director

County of San Diego

Department of Purchasing and Contracting
5560 Overland Avenue, Suite 270, San Diego, California 92123-1204

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July 23, 2013

**REQUEST FOR PROPOSAL (RFP) NUMBER 5774
COUNTY OF SAN DIEGO, HEALTH AND HUMAN SERVICES AGENCY,
PUBLIC HEALTH SERVICES, EMERGENCY MEDICAL SERVICES
PARAMEDIC AMBULANCE SERVICES FOR JULIAN SERVICE AREA**

The County of San Diego, Emergency Medical Services (EMS) branch of Public Health Services is responsible for the administration and provision of emergency medical services countywide.

Contractor shall provide all management, personnel, facilities, equipment, materials, fuel and supplies necessary to operate emergency ambulance services at the 9-1-1 Advanced Life Support (ALS) level for twenty-four (24) hours a day, seven (7) days a week within the boundaries of the Julian Service Area as defined in this request for proposals. The target population for this service includes all persons requiring emergency paramedic ambulance transport services within Julian Service Area.

This project also supports the County's adopted *Live Well, San Diego!* initiative by ensuring the availability of timely and high quality Paramedic Ambulance transport services to all residents and visitors of the Julian Service Area. More information on the *Live Well, San Diego!* initiative can be located at:

http://www.sdcountry.ca.gov/hhsa/programs/sd/health_strategy_agenda/index.html.

CONTRACT PERIOD AND ANTICIPATED FUNDING

The initial contract term will be January 1, 2014 through June 30, 2017 with three one-year option years through June 30, 2020.

Anticipated Funding:

It is anticipated that the primary funding for these services will be provided through revenue collected from direct billing for transports. Based on budget justification provided in Exhibit C-1 of proposals, the County may set a monthly fixed price subsidy to offset contractor's operational costs not recouped through direct billing. The anticipated total funding to subsidize paramedic ambulance service in this area is seventy thousand dollars (\$70,000) to one hundred and twenty thousand dollars (\$120,000) per 12-month contract year.

RFP CONTENT

This RFP package includes the following:

- Cover letter to the RFP
- Cover Page (PC 600 Form): Requests necessary Offeror information and includes the Offeror's signed authorization for the proposal
- Representations and Certifications Form: Requests additional Offeror information related to 501 (c) (3) status, affirmative action and pricing
- Contract Conflict Certification Form
- RFP Terms and Conditions
- Combined Statement of Work and Submittal Requirements
- Draft Pro Forma contract, which includes:
 - Exhibit A "Statement of Work"
 - Exhibit B "Insurance and Bonding Requirements"
 - Exhibit C "Payment Schedule"
 - Exhibit C-1 "Budget" (Attached separately in Buy Net as an Excel document)

AWARD

This RFP will be a competitively negotiated procurement. The County may decide to award the contract without negotiation; therefore, Offerors are strongly encouraged to submit their **best** proposal initially. The County reserves the right to award a contract to the Offeror submitting the proposal determined to be the most advantageous to the County's best interest, price and other factors considered.

PROPOSAL DUE DATE

Submit one (1) original proposal in hard copy and on compact disc (CD), and ten (10) hard copies to the County of San Diego Department of Purchasing and Contracting at 5560 Overland Avenue, Suite 270 San Diego, CA, 92123-1204 in a sealed envelope or package prior to **3:00 PM local time on September 13, 2013**. Clearly mark the exterior of the envelope or package with "**RFP NUMBER 5774**" with the name and the address of the Offeror. If delivering your proposal on the due date, plan to arrive early as parking may be limited.

Late submissions cannot be considered unless they are the only ones received or there was mishandling on the part of County staff.

Please note: Upon completion of negotiations, the successful offeror will be required to submit one (1) original proposal for the final contract in the following format to enable accurate scanning for storage: the final proposal shall not include sections and/or documents that contain shading or are shaded, i.e. charts, tables, etc., pages with colors, colored fonts, or printed on colored paper, and documents that contain color or black and white photos.

PRE-PROPOSAL CONFERENCE

A Pre-Proposal Conference will be held **Friday August 9, 2013, at 10:00 AM**, at 5530 Overland Avenue, Room #123, San Diego, CA, 92123-1204. Although questions will be allowed at the Pre-proposal Conference, only written responses issued in an addendum through Buy Net are official for this RFP. **Please note:** Although the conference is not mandatory, attendance is **highly** recommended.

ANTICIPATED TIMELINE

Below is the County's anticipated timeline for award of this contract:

Event Description	Target Date(s)
RFP Issued	August 2, 2013
Pre-Proposal Conference	August 9, 2013
Final Deadline for questions due	August 16, 2013
County issues answers to all questions	August 23, 2013
Proposals due date	September 13, 2013
Source Selection Committee evaluates RFP's	September, 2013
Source Selection Authority Approval	October, 2013
Notice of Intent to Award Published	October, 2013
Contract Finalized	November, 2013
Services begin	January 1 st , 2014

QUESTIONS

Questions and requests for clarification related to definition or interpretation of this RFP must be requested in writing and submitted by email prior to **1:00 PM on August 16, 2013**. **Those received after this date may not be answered at the discretion of the County.**

Questions should be submitted in writing by e-mail to: Chris.Lee@sdcountry.ca.gov with "**RFP 5774 Questions**" in the subject line.

If you have any questions or comments regarding this solicitation, please contact Chris Lee, Assistant Procurement Contracting Officer, by email at: Chris.Lee@sdcountry.ca.gov

JOHN M PELLEGRINO, Director
Department of Purchasing and Contracting

JMP: ccl

**COUNTY OF SAN DIEGO REQUEST FOR PROPOSAL NUMBER 5774
THIS IS NOT AN ORDER**

**MAIL OR DELIVER YOUR PROPOSAL TO:
County of San Diego, Office of Purchasing and Contracting
5560 Overland Avenue, Suite 270 San Diego, CA, 92123-1204**

FOR INFORMATION, PLEASE CALL
CHRIS LEE, APCO: (858) 505-6378
E-MAIL ADDRESS: Chris.Lee@sdcounty.ca.gov

Proposals shall be **received** at the above address prior to
3:00 PM local time on **September 13, 2013**

**REQUEST FOR PROPOSAL (RFP) NUMBER 5774
COUNTY OF SAN DIEGO, HEALTH AND HUMAN SERVICES AGENCY,
PUBLIC HEALTH SERVICES, EMERGENCY MEDICAL SERVICES
PARAMEDIC AMBULANCE SERVICES FOR JULIAN SERVICE AREA**

Contractor shall provide all management, personnel, facilities, equipment, material and supplies for 9-1-1 emergency Paramedic/Advanced Life Support (ALS) ambulance services for the communities of Julian, Santa Ysabel, and surrounding areas hereinafter referred to as the Julian Service Area (JSA) and provide mutual aid to adjacent areas as needed. Additionally, Contractor shall provide billing services, interface with fire department first responders and provide community education services. Contractor shall participate in service area quality assurance activities and regional quality improvement processes.

PRE-PROPOSAL CONFERENCE AND RFP QUESTIONS

Potential Offerors are encouraged to attend a pre-proposal conference on **August 9, 2013, at 10:00 AM**, at 5530 Overland Avenue, Room #123, San Diego, CA, 92123-1204.

Questions and requests for clarification related to definition or interpretation of this RFP shall be requested in writing prior to 1:00 p.m. on **August 16, 2013**. An addendum will be issued in response to questions, which will only be available by downloading from Buy Net.

TYPE OR USE BLACK INK TO COMPLETE THE OFFEROR INFORMATION BELOW

Offeror hereby acknowledges receipt the RFP 5774 and Addenda Number 1 through [].

OFFEROR INFORMATION:

Firm Name:
Street:
City/State/Zip:

Phone No: ()

Fax No: ()

E-Mail Address:

Contact Person: Name:
(If other than above)

Title: E-Mail Address:

AUTHORIZATION FOR OFFER (Must be signed):

By: _____ Offer Date _____
Signature

Name:

Title:

Phone No: ()

FAX: ()

NOTE: RFPs, associated documents and addenda may be obtained from the Department of Purchasing and Contracting at 5560 Overland Avenue, Suite 270 San Diego, CA, 92123-1204. or by downloading from the department's Web site "Buy Net" at <http://buynet.sdcounty.ca.gov/>. It is the Offeror's responsibility to periodically check the Web site for addendum that may be issued to implement changes or clarification to the RFP, prior to the due date.

SUBMIT THIS COMPLETED FORM AS THE COVER PAGE OF EACH PROPOSAL

REQUEST FOR PROPOSALS (RFP) NUMBER 5774
COUNTY OF SAN DIEGO, DEPARTMENT OF PURCHASING AND CONTRACTING
REPRESENTATIONS AND CERTIFICATIONS

The following representations and certifications are to be completed, signed and returned with the offer.

1. NOT-FOR-PROFIT ORGANIZATIONS

Attach proof of status and omit Paragraph 3.

2. INTERLOCKING DIRECTORATE

In accordance with Board of Supervisors Policy A-79, if Offeror is a non-profit as indicated in paragraph 1 above, Offeror is required to identify any related for-profit subcontractors in which an interlocking directorate, management or ownership relationship exists. By submission of this offer, Offeror certifies it will not enter into a subcontract relationship with a related for-profit entity if Offeror is a non-profit entity. If Offeror is a non-profit and will be subcontracting with a related for-profit entity, Offeror must list the entity(ies) on an attached separate sheet listing them all and the contract must be approved by the Board of Supervisors.

3. BUSINESS REPRESENTATION

3.1. REPRESENTATION AS DISABLED VETERANS BUSINESS ENTERPRISE

"Disabled Veterans Business Enterprise" means a business which is at least fifty-one (51%) owned and operated by one or more veterans with a service related disability as certified by Equal Opportunity Management Office (EOMO), California Department of General Services, Office of Small Business and members of Joint Agencies Contracting Opportunities (JACO), (California Military and Veterans code, Article 6, Section 999).

This Offeror represents as a part of this offer that the ownership, operation and control of the business are in accordance with the specific definition in 3.1. I am currently certified by:

Certified Government

Agency _____

Certification #: _____

4. CERTIFICATE REGARDING DEBARMENT, SUSPENSION AND RELATED MATTERS

Offeror hereby certifies to the best of its knowledge that neither it nor any of its officers:

- 4.1. Are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency; and
- 4.2. Have within a three (3) year period preceding this agreement been convicted of or had a civil judgment rendered against them for commission of fraud or criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property; and
- 4.3. Are presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with the commission of any of the offenses enumerated in paragraph 4.2 of this certification; and

- 4.4. Have within a three (3) year period preceding this agreement had one or more public transactions (Federal, State or local) terminated for cause or default.
- 4.5. Are presently the target or subject of any investigation, accusation or charges by any Federal, State or local law enforcement, licensing or certification body and if they are, the appropriate information is included in the proposal, as requested in the Submittal Requirements.
- 4.6. Contractor will report in writing to the County Department of Purchasing and Contracting within five business days of knowing or have any reason to know any change in status as certified in the preceding paragraphs 4.1 through 4.5, and that occur prior to award (in the case of bids) and contract execution (in the case of negotiated procurements).
- 4.7. Offeror and its proposed subcontractors, agents and consultants have not previously contracted with the County to perform work on this project (e.g. preparing components of the statement of work or plans and specifications for this project). If Offeror or any of its subcontractors, agents or consultants, have previously contracted with the County to perform work on this project, Offeror shall identify those previous agreements(s) and submit that list along with the proposal.

5. CERTIFICATE OF CURRENT COST OR PRICING

This is to certify that, to the best of my knowledge and belief, cost and/or pricing data submitted with this offer, or specifically identified by reference if actual submission of the data is impracticable, is/are accurate, complete, and current as of the date signed below.

6. CERTIFICATE OF INDEPENDENT PRICING

By submission of this offer, each Offeror certifies, and in the case of a joint offers, each party thereto certifies as to its own organization, that in relation to this procurement;

- 6.1. The prices in this offer have been arrived at independently, without consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with other Offeror; with any competitor; or with any County employee(s) or consultant(s) involved in this or related procurements; and
 - 6.2. Unless otherwise required by law, the prices which have been quoted in this offer have not been knowingly disclosed by the Offeror and will not knowingly be disclosed by the Offeror prior to opening, in the case of a bid, or prior to award, in the case of a proposal, directly or indirectly to any other Offeror or to any competitor; and
 - 6.3. No attempt has been made or will be made by the Offeror to induce any other person or firm to submit or not to submit an offer for the purpose of restricting competition.
7. The Offeror understands that prior to receiving a contract award from the County, the Offeror must submit a completed IRS W-9 form to provide a Federal Tax ID number, or if not available, to provide a Social Security Number (SSN).

CERTIFICATION

The information furnished in Paragraph 1 through 7 is certified to be factual and correct as of the date submitted and this certification is made under penalty of perjury under the laws of the State of California.

NAME: _____ SIGNATURE: _____

TITLE: _____ DATE: _____

COMPANY/ORGANIZATION: _____

SUBMIT THIS FORM AS DIRECTED IN THE REQUEST FOR SOLICITATION DOCUMENTS OR WITH THE OFFER

SUBMIT THIS COMPLETED FORM AS PAGE TWO OF THE PROPOSAL

REQUEST FOR PROPOSALS (RFP) NUMBER 5774
COUNTY OF SAN DIEGO, DEPARTMENT OF PURCHASING AND CONTRACTING
CONTRACT CONFLICT CERTIFICATION

County of San Diego
Department of Purchasing and Contracting
Contract Conflict Certification

THE FOLLOWING CONTRACT CONFLICT CERTIFICATION IS TO BE COMPLETED, SIGNED AND RETURNED AS DIRECTED IN THE REQUEST FOR SOLICITATION DOCUMENTS OR WITH THE OFFER. FAILURE TO COMPLY MAY RESULT IN YOUR SUBMITTAL OR YOUR OFFER BEING REJECTED.

Please attach your disclosure(s) to this certification for the following three items. If you have no disclosures please write "NONE" above the below signature block.

1. The name, contract number, and short description of all Contracts You have or have had with the County of San Diego which involves the same or similar subject matter as is involved in this procurement.

2. The name, contract number, and short description of all Contracts that any of Your employees have or have had with the County of San Diego and which involve the same or similar subject matter as is involved in this procurement.

3. The name, contract number, and short description of all Contracts that Your spouse has or has had with the County of San Diego and which involve the same or similar subject matter as is involved in this procurement.

For purposes of this certification the following terms shall be defined as:

"Contracts" means any memoranda of understanding, memoranda of agreement, letter agreements, contracts, sub-contracts, consultant agreements or agreements in any form, whether written or oral.

"You" or "Your" means i) for individuals, the individual and any partnership, corporation, or limited liability partnership of which the individual is a member or shareholder, and ii) for other legal entities, the entity itself and any partnership, corporation, or limited liability partnership of which the legal entity is a member or shareholder.

I certify under penalty of perjury under the laws of the State of California that the information attached hereto and disclosed in accordance with this certification is true and correct.

Company/Organization: _____

Signature: _____

Date: _____

Name: _____

Title: _____

SUBMIT THIS FORM AS DIRECTED IN THE REQUEST FOR SOLICITATION DOCUMENTS OR WITH THE OFFER

SUBMIT THIS COMPLETED FORM AS PAGE THREE OF THE PROPOSAL

REQUEST FOR PROPOSAL (RFP) NUMBER 5774
COUNTY OF SAN DIEGO, HEALTH AND HUMAN SERVICES AGENCY,
PUBLIC HEALTH SERVICES, EMERGENCY MEDICAL SERVICES
PARAMEDIC AMBULANCE SERVICES FOR JULIAN SERVICE AREA
TERMS AND CONDITIONS

1 RFP PROCESS

- 1.1 RFP's shall normally be made available on the County of San Diego's BuyNet site. Firms may request a hard copy from Purchasing and Contracting Clerical Section.
- 1.2 The County reserves the right to host pre-proposal conference(s). If scheduled, the date, time, and location for the first pre-proposal conference can be found in the Cover Letter to this RFP and on the County BuyNet site.
- 1.3 Diligence Material, if provided, is subject to the following disclaimer: Neither the County nor any of its agents, advisors, or representatives has made or makes any representation or warranty, express or implied, as to the accuracy or completeness of the Diligence Material. Without limiting the generality of the foregoing, the Diligence Material may include certain assumptions, statements, estimates, and projections provided by or with respect to the County. Such assumptions, statements, estimates, and projections reflect various assumptions made by the County, which assumptions may or may not prove to be correct. No representations are made by the County as to the accuracy of such assumptions, statements, estimates, or projections.
- 1.4 Offerors Inquiries and County Responses - All contacts from your organization related to this RFP or your Proposal must be directed in writing exclusively to the County's Contracting Officer. You should not attempt to contact any other County personnel about this RFP unless authorized by the Contracting Officer.
- 1.5 Written addenda to the RFP may be issued to provide clarifications, corrections, or to answer questions.
- 1.6 Proposals must be submitted by the time and Date specified in the PC Form 600 and/or the Cover Letter. Late submissions cannot be reviewed unless it is the only one received or there was mishandling on the part of County staff.
- 1.7 Proposals will be evaluated by a Source Selection Committee (SSC) appointed by a Source Selection Authority(s) (SSA).
- 1.8 The County's Contracting Officer may seek clarifications for the SSC. The Contracting Officer shall determine the appropriate means of clarification: telephonic, e-mail, letter, or oral interviews.
- 1.9 This RFP is a competitively negotiated procurement. The County may decide to award the contract without negotiation; therefore, Offerors are strongly encouraged to submit their best proposal initially. The County reserves the right to award contracts to the Offeror submitting the proposal determined to be the most advantageous to the County's best interest, price and other factors included.
- 1.10 Upon recommendation of the SSA, negotiations may be held with one or more offerors. Negotiations will be concluded with those firms remaining in the competitive range, which shall conclude with a request for best and final offer.
- 1.11 The County of San Diego, Contracting Officer will notify all Offerors and post a Notice of Intent to Award for five workdays after receipt and approval of the Source Selection Authority(s) recommendation to award.
- 1.12 The Department of Purchasing and Contracting will notify all Offerors of the status of each Proposal, prior to posting the Notice of Intent to Award.

2 SUBMISSION OF PROPOSAL

- 2.1 RFPs, associated documents and addenda may be obtained from the Department of Purchasing and Contracting at 5560 Overland Avenue, Suite 270 San Diego, CA, 92123-1204 or by downloading from the department's Web site "BuyNet" at <http://buynet.sdcounty.ca.gov/>. It is the Offeror's responsibility to periodically check the Web site for addendum that may be issued to implement changes or clarification to the RFP, prior to the due date.
- 2.2 It is understood and agreed upon by the Offeror in submitting a Proposal that the County has the right to withhold all information regarding this procurement until after contract award, including but not limited to: the number received; competitive technical information; competitive price information; and the County evaluation concerns

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TERMS AND CONDITIONS

about competing Proposals. Information releasable after award is subject to the disclosure requirements of the Public Records Act, California Government Code Section 6250 and following.

- 2.3 Offerors shall submit an original prior to the date and time specified. In addition the offeror may be requested to submit additional copies, these copies should be submitted along with the original. Failure to submit the required number of copies may result in finding of non-conformance. Originals should be clearly marked.
- 2.4 Unless otherwise specified proposals shall be on 8-1/2" x 11" white bond paper with no less than 3/4" margins and in a font no less than Times New Roman eleven (11) point font. Pages shall be consecutively numbered within the bottom or top margin of each page, including attachments, such that if the document became separated, it could easily be put back together. Ensure that each copy is securely fastened and original and all copies are submitted in a sealed envelope or box with the RFP number and the name and address of the Offeror on the outside of the package/container. Note: There does not need to be a separate envelope or package for each of the copies.
- 2.5 Unless other specified the Proposal shall conform to the following format:
 - 2.5.1 A completed and signed PC 600 Form shall be submitted as the cover of your proposal.
 - 2.5.2 A completed and signed Representations and Certifications form shall be submitted as the second page of your Proposal.
 - 2.5.3 A completed and signed Contract Conflict Certification form shall be submitted as the third page of your Proposal.
 - 2.5.4 A table of contents listing, by page number, and all other contents of the Proposal shall be submitted after the Contract Conflict Certification form.
 - 2.5.5 The proposal shall be in the required format with all forms, responses and attachments sequentially numbered to correspond to the applicable question or requirement.
 - 2.5.6 Each Proposal shall be typed and be concise but comprehensive. Proposal shall not include promotional material. Proposal shall be in accordance with the requirements discussed herein.
 - 2.5.7 All information provided shall be verifiable by telephone. The County may, but is not obligated to, use only those telephone numbers, email addresses and names of contacts provided in the Proposal.
 - 2.5.8 Original proposal, both hard copy and electronic, shall be in black ink on white paper with no shading. Copies are not limited to black and white, like the original, but may make use of color and shading such as color paper, shaded graphs and tables, and color fonts.
 - 2.5.9 Reserved (Confidential/Proprietary Materials)

3 EVALUATION AND SELECTION

- 3.1 Proposals will be evaluated based upon the information provided in response to the RFP "Evaluation and Submittal Requirements" and other information known to the County. This information may be provided by written material, electronic means, or oral presentations.
- 3.2 The County reserves the right to request clarification and/or request additional information from Offerors if necessary. Such clarifications and/or additional information shall be submitted by the Offerors as an Addendum to the Proposal upon request of the Contracting Officer. However, since no additional input may be requested, Offerors are advised to submit complete information in the Proposal.
- 3.3 The "Evaluation and Submittal Requirements" may authorize the use of Presentations and/or interviews as a method of presenting the Offeror proposal or obtaining additional information. The Source Selection Committee (SSC) may invite competitive Offerors to make a presentation to, or participate in interviews with the County at a date, time and location determined by the County. The purpose of such presentations or interviews would be to allow the Offerors to present their proposed solutions to the County and for the SSC to obtain additional

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information; the key points in the Proposals will be evaluated by the SSC.

- 3.4 The evaluation to determine the competitive range shall use the non-exclusive list of criteria contain in "Evaluation and Submittal Requirements."
- 3.5 The overall total cost to the County will be considered in evaluation. Although cost may be of lesser importance as an evaluation factor, it should not be ignored. The degree of importance will increase with the degree of quality of the proposals with respect to the other evaluation factors.
- 3.6 It is in the best interest of the County to have a contract portfolio that is not too heavily dependent upon one or a few contractors. Maintaining a balanced portfolio will be considered in the evaluation process. The degree of importance of this factor will increase along with the number of contracts an Offeror has or proposes to have with the County.
- 3.7 The County has an interest in a competitive contractor environment. This means that it is to the County's advantage to have multiple contractors within the County that are qualified and willing to provide the services sought. To insure a continuing competitive environment, the County will take into consideration the number of existing contracts and proposed contracts a particular contractor entity has or may have with the County when evaluating the proposals. The degree of importance of this factor will increase along with the number of contracts an Offeror has or proposes to have with the County.
- 3.8 The Source Selection Authority may, at its sole discretion, authorize the Contracting Officer to enter into negotiations with any Offerors found to be in the competitive range.
- 3.9 Best and Final Offer request will be issued at the conclusion of negotiations and may contain additional selection discriminators. The Source Selection Committee shall review best and final Offer responses and make an award recommendation to the SSA.
- 3.10 Upon Posting of the Notice of Intent to Award, the Contracting Officer will enter into contract finalization negotiations and upon the successful completion, award an Agreement with the Offeror who's Proposal has been ranked first by the County on the basis of best value to the County.
- 4 SIGNATURE.** All Proposals shall be signed by an authorized officer or employee of the submitting organization. The title of the authorized officer or employee, the name, e-mail, address and phone and fax number of the organization shall be included. Obligations committed by such signatures shall be fulfilled.
- 5 COST COMPARISONS.** The County Charter requires a finding of economy and efficiency prior to award of contracts for service that can be performed by persons employed in the Classified Service to an independent contractor. It is the intent, subject to a finding of economy and efficiency, to contract for these services. The cost comparison is subject to review and approval by the Chief Administrative Officer.
- 6 PROPRIETARY INFORMATION.** All proposals become the property of the County of San Diego unless return is specifically requested as specified in Paragraph 10.3. The County is a public agency subject to the disclosure requirements of the Public Records Act, California Government Code Section 6250 and following. These requirements include an exemption for "trade secrets". If any proprietary information is contained in or attached to the written proposal, it must be clearly identified. In order to protect trade secrets from disclosure, pursuant to a public Records Acts request, you must agree in writing to defend and indemnify the County if litigation results.
- 7 INTERLOCKING DIRECTORATE.** In accordance with Board of Supervisors Policy A-79, if Offeror is a non-profit as indicated in Paragraph 1 on the Representations and Certifications form, the Offeror is required to identify as per Paragraph 2 on the Representations and Certifications form any related for-profit subcontractors in which an interlocking directorate, management or ownership relationship exists. By submission of this bid or proposal, Offeror certifies he will not enter into a subcontract relationship with a related for-profit entity if Offeror is a non-profit entity. If Offeror is a non-profit and will be subcontracting with a related for-profit entity, Offeror must list the entity(ies) on the Representations and Certifications form, and any resulting contract must be approved by the Board of Supervisor.
- 8 UNNECESSARILY ELABORATE INFORMATION.** Unnecessarily elaborate brochures, visual or other presentations, art work and paper and binding beyond those sufficient to present a complete and effective Proposal are

