

REQUEST FOR PROPOSAL
OPERATIONS AND MAINTENANCE PLANNING
&
COMMERCIAL PLANNING SERVICES
FOR
SEVEN COUNTY INFRASTRUCTURE COALITION
UINTA BASIN RAILWAY PROJECT

January 14, 2019

Introduction

The Seven County Infrastructure Coalition (the “Coalition”) is an independent political subdivision of the State of Utah. It requests proposals to complete the planning documents that will include engineering, environmental, and right-of-way planning to make the Uinta Basin Railway ready to construct. At the completion of this work, the railway will be in possession of its legal and environmental licenses, regulatory approvals, and all other permits necessary or desirable, and the construction bid package will be prepared and ready for advertisement to contractors. The proposed standard-gauge, common-carrier railway will provide freight transportation services between the central Uinta Basin near Roosevelt, Utah, and a connection with the national railway system at the most economically feasible and commercially practical point.

The railway will enable freight into and out of the Uinta Basin to any point served by the national rail network, with associated benefits in low cost bulk-transportation, jobs, and environmentally beneficial transportation. This project will allow the Coalition to fulfill its mission to plan and participate in the provisioning of public services.

Request for Proposal

The Coalition seeks a qualified consultant (or consultant team) to provide Operations and Maintenance (O&M) Planning and Commercial Planning Services for its proposed railroad serving the Uinta Basin of northeastern Utah.

The O&M Plan is a technical document that defines how the railroad is operated, how it is maintained, and the safety, engineering, and operating standards that the railroad will utilize.

The goals of the O&M Plan are as follows:

1. Work with the Coalition, the Uinta Rail design engineer and the Coalition’s Engineer to optimize the ongoing operation and maintenance costs.
2. Develop Operating and Maintenance parameters needed to inform the environmental clearance and permitting of the railway.
3. Translate the freight volume forecasts for the Uinta Basin Railway, developed by others, into an Operating Plan that is compatible with safe operating practices, low operating costs, low maintenance costs, and reliable and predictable freight transportation services.
4. Develop a Maintenance Plan that will sustain the railway in good condition for its first 50 years of operation.
5. Develop the criteria that will be used for a potential procurement of a contract operator/maintainer by the owner.
6. Develop an FRA-compliant System Safety Plan
7. Estimate the cost of operation and maintenance for the railway’s first 50 years of operation
8. Other services required to evaluate the operating and maintenance aspects of the project.

The goals of the Commercial Planning are to:

1. Assist Coalition leadership in its efforts to secure and manage shipping contracts
2. Vet alignment alternatives based on commercial considerations
3. Evaluate and pursue market opportunities
4. Assist in negotiations with Class I rail carriers
5. Other elements to investigate and create a commercially viable situation for the UBRY.

In all work elements, time is of the essence. *The goal is to have the project completed and moving freight as soon as possible, within 5 years (by December 1, 2023).*

Qualifications of the Consultant

The consultant shall have the following qualifications:

- The operations planning expert(s) proposed by the Consultant:
 - Should demonstrate experience developing operating plans for North American Class I railways or for railway operations hosted by North American Class I railways.
 - Should have several years of overall experience in the railway industry.
- The train operations simulation expert(s) proposed by the Consultant:
 - Should have broad and recent experience working directly for North American Class I railways or for simulation projects directed by North American Class I railways
 - Should have significant experience with the Rail Traffic Controller (RTC) model, with large network and complex simulations, and should be experienced with data organization and presentation tools.
 - Should have broad experience demonstrating and justifying models to the Federal Railroad Administration.
- The train dynamics expert(s) proposed by the Consultant:
 - Should have broad and recent experience working directly for North American Class I railways or for projects directed by and approved by North American Class I railways.
 - Should have experience simulating trains with multiple locomotive and car types and demonstrated knowledge of limits to tractive effort and adhesion necessary for simulation accuracy.
- The maintenance planning expert(s) proposed by the Consultant:
 - Should have experience developing and executing maintenance plans for North American short line or Class I railways.
 - Should have applicable experience with a North American Class I railway or short line railway.
 - Should have significant experience in the railway industry.
- The commercial expert(s):
 - Should have experience with commercial stakeholder interaction.
 - Should have experience with railway operation and maintenance elements.
 - Should have experience with pro forma projections relative to shipping opportunities, the cost of project capital, and other factors affecting the financial feasibility of the project.
 - Should have experience with similar railway projects.

Required Personnel Qualifications

The selected firm shall be responsible to ensure that all personnel working in the various areas being proposed under this RFP are qualified through training, experience, and appropriate certification for the tasks assigned.

The Consultant's project manager will be asked to provide certification information for members of the project team prior to final contract acceptance. The Consultant will also be expected to prepare a staffing plan showing the makeup of the project team. The staffing plan will show how the team

meets the certification or equivalent requirements. The staffing plan is subject to Coalition approval.

The Coalition has the right to approve or recommend the mix of personnel (planners, economists, finance professionals, technicians, etc.) proposed for this project.

Please assume that the Consultant will coordinate closely with the Coalition's consultants and specialists that have previously been selected in the execution of all project tasks.

Scope of Work

The scope of work is divided into two general phases: 1- conceptual planning and 2- execution of planned elements. These phases are described as follows:

Conceptual Planning (Phase 1 – Starter Scope)

This phase consists of assisting the Coalition in its efforts to create a strategic plan to execute the operation, maintenance, and commercial aspects of the project. It will provide guidance for the remainder of the work and will include outline elements such as:

- Review the engineering alignments and provide operational, maintenance, and commercial guidance for the preferred alignment and one other build alternative
- Review and provide comment on the Operating Basis of Design (prepared by the engineering team)
- Planning of and recommendations for the execution of the main track capacity simulation and train dynamics simulation
- Conceptual planning for compilation of the operating and maintenance criteria for environmental purposes
- Conceptual operating plan outline and recommendations for execution of the plan
- Conceptual maintenance plan outline and recommendations for execution of the plan
- Strategic planning for contracting the operating, maintaining, and commercial management companies
- Preliminary outline of the FRA Safety Plan
- Prepare opinions of probable operating and maintenance costs based on concept alignments
- Meetings and conference calls, as necessary, to meet the needs of the Coalition and its decision-making processes.
- Summary report

Phase 1 should be complete no later than June 1, 2019, to provide strategic guidance to the Coalition for the execution of Phase 2.

Final Planning (Phase 2)

Information compiled in Phase 1 will be utilized to execute the following scope elements:

Operations and Maintenance Planning Scope

1. Development of Main Track Capacity Simulation and Train Dynamics Simulation

Preliminary volume forecasts for the railway project for multiple trains in each direction daily. Perform a Main Track Capacity Simulation model to demonstrate that:

- The railway has adequate main track capacity to operate these trains without excessive delays and without recrews en route
- The railway has adequate main track capacity to recover from routine and normal maintenance of its infrastructure without undue delay to trains, with recovery within 24 hours of maintenance event
- The railway has adequate main track capacity to recover from unplanned shutdowns of up to 48-hours duration, within a 72-hour period for recovery
- Develop the number of locomotives required, the cycle times of trains, number of train crews required, and fuel consumption estimates
- The Method of Operation in the Operating Basis of Design is adequate and reasonable.
- The proposed spacing, location, functionality, and length of sidings supports the main track capacity.

Perform a Train Dynamics Simulation in areas of maximum grade and curvature to demonstrate that the proposed maximum train length, tonnage, locomotive placement, and car lengths and train makeup will not generate excessive in-train longitudinal or lateral forces.

The Train Dynamics Simulation shall incorporate the following:

- As required, use a longitudinal force model to determine the areas of maximum grade and curvature (e.g., ruling grades) to identify the critical areas of highest in-train longitudinal forces.
- As required, simulate trains over undulating territory using proper train handling technique is required to determine the probability of excessive slack for various track designs, track speeds and train makeup scenarios.
- Use an in-train force model to determine the best placement of locomotives for various train consists. This should include multiple car types, both in unit trains and in mixed consists.
- Use an industry standard lateral force model (such as Vampire™) to determine the lateral forces due to the longitudinal forces in the critical curves on the route. The critical lateral forces should be calculated for the worst case expected car combinations based on the predicted traffic.
- Employ detailed knowledge of car characteristics such as coupled lengths, overhangs, truck center distances and centers of gravity, which are required for accurate lateral force calculations
- Employ detailed knowledge and application of track characteristics such as super-elevation, gauge variations, and train speed for lateral force simulation accuracy.
- The lateral force simulations that will need to be performed will require proper application of the in-train forces determined from the longitudinal force simulations.

2. Operating and Maintenance Criteria for Environmental Permitting and Clearance

Provide operating and maintenance data that will inform the environmental clearance and permitting of the railway. This data will include:

- Estimated fuel consumption of the railway's locomotives to inform air emissions calculations, and type of fuel to be used
- Number of idling locomotives and locations where idling will occur to inform noise and vibration calculations, (e.g., yards, sidings, crew change points)
- Maximum train speeds to inform noise and vibration calculations
- Operating parameters and number of car movements anticipated for noise analysis for proposed terminals
- Hazardous commodities transported by the railway, including volumes and types
- Locations of all railway facilities, terminals, and shipper terminals
- Methods of maintenance of the railway, including access requirements
- Materials used to maintain the railway
- Risk and Vulnerabilities Assessment related to the transportation of flammable liquids, by line segment
- Derailment and spill risk reduction plan
- Derailment and spill cleanup plan
- Maximum train speeds at at-grade crossings, and trains per day per crossing
- Other characteristics of the railway's operation and maintenance that would tend to create an environmental impact.
- Hours and days of operation and maintenance

3. Operating Plan of the Railway

Develop an Operating Plan for the railway that describes its typical daily operations for an estimated 50-year lifespan. The Operating Plan is a technical document that executes commercial requirements developed by others. The Operating Plan shall include:

- Complete description of how trains will operate: origins, destinations, work events, recrues, purpose, commodity(s) carried, and priority
- Train makeup, locomotive consisting and placement, and locomotive type
- Rolling stock used for typical freight commodities
- Operating staffing plan, including number of personnel and organization chart; include railroad administrative, marketing and sales, maintenance of way and structures and back-office functions in this section
- Method of Operation, train-control system plan, dispatching plan, and communications system requirements
- Interchange requirements and methods with UP/BNSF
- Customer terminal interface plan
- Locomotive type, number required, maintenance and servicing locations

- Transportation service plan for each train type and origin-destination pair
- Operating and Maintenance-of-Way rule books that will be adopted for the railway and its employees
- Development / adoption of mandatory operations rules including but not limited to: Air Brake and Train Handling Rules and Hazardous Material Instructions.
- Maximum and average operating speeds of trains and train types (e.g., work, mixed manifest, unit-bulk, unit hazardous materials, etc.)
- The base employee timetable and special instructions for the railroad, including a subdivision page depicting stations, mileposts, and corresponding descriptions, speed restrictions, and other special instructions, using BNSF/UP format.
- Develop industrial development policies and procedures including a specific engineering standard for industry development.

4. Maintenance Plan of the Railway

Develop a Maintenance Plan for the railway that describes its typical daily maintenance for an estimated 50-year lifespan. The Maintenance Plan will include:

- Complete description of how track, bridges, drainage structures, tunnels, communication and signaling systems, and facilities will be maintained, including machinery requirements, and replacement and renewal cycles
- Development of Maintenance-of-Way standards, methods, and procedures, for maintenance and capital replacement of infrastructure including track, structures, signals and communications, and facilities.
- Develop FRA mandated plans for Bridge Safety Management and Continuous Welded Rail.
- Develop MOW information tracking system
- Develop Utility and Road Crossing Accommodation Policy
- Develop the frequency of infrastructure inspections and routine maintenance
- Develop a routine maintenance plan to address all typical non-capital aspects of ongoing railroad MOW maintenance.
- Develop a capital infrastructure capital maintenance plan and renewals, including facilities
- Develop a list of potential qualified contract service providers for maintenance related aspects, including but not necessarily limited to vegetation control / management, internal rail flaw detection, geometry car, rail grinding, rail wear tracking, derailment response services, grade-crossing signal and communication maintenance, capital renewals of track components, and locomotive lease and maintenance
- Locomotive inspections. maintenance, capital maintenance plan, and renewals
- Freight car inspections. maintenance, capital maintenance plan, and renewals
- Maintenance-of-Way equipment inspections. maintenance, capital maintenance plan, and renewals
- Locations of locomotive and freight car inspections and maintenance

- Facility requirements for locomotive and freight car maintenance
- Fueling and routine servicing of locomotives including locations, facility requirements, capacities, and spillage plan, solid waste and industrial and sanitary wastewater treatment requirements
- Customer terminal interface plan

5. Contract Operator/Maintainer Procurement Plan

Prepare the statement of work and qualifications for a solicitation for a contract operator/maintainer. Advise the owner on terms and conditions that should be included in such a procurement, such as duration, insurance requirements, bonding, reporting requirements and auditing of performance, and marketing and sales responsibilities. The Procurement will describe requirements of the contractor for developing a comprehensive certification and training plan and for providing required certifications to the owner prior to operational startup and on an on-going basis.

6. FRA System Safety Plan

Prepare a Federal Railroad Administration (FRA) compliant System Safety Plan for the railway. It is anticipated that the railway will NOT require a Positive Train Control (PTC) system.

7. Operation and Maintenance Cost Estimates

Develop cost estimates for the operation and maintenance of the railroad for an estimated 50-year lifespan. The cost estimate should include:

- All operating and maintenance labor including administrative, marketing and sales, training, safety, and capital programs, but not the owner's oversight or administrative functions
- Fuel including machinery and vehicles, consumables, replacement parts, and material
- Tools and safety equipment and training
- Track material replacement and other fixed infrastructure such as snow fences, right-of-way, and security fencing, facilities, roadway surfaces, etc.
- Capital and annual expense maintenance-of-way related contract services
- Replacements of mechanical and electronic components such as at-grade crossing signals, asset-protection devices, switch heaters, facility machinery, etc.
- Capital replacement program for fixed infrastructure Capital replacement program for machinery, vehicles, and tools
- Capital replacement program for locomotives
- Capital replacement program for any railway supplied freight cars
- Inspections and routine maintenance
- Snow removal, ditch cleaning, rip-rap, etc.
- Taxes, fees, insurance, and permit fees
- The cost estimate should not include profit for a potential contract operator/maintainer.

- Include a cash flow diagram and Present Value calculation
- Calculations should reflect short, medium, and long-term considerations and annual and costs

Commercial Planning Scope

1. Commercial Stakeholder Interaction & Discussion

- Rail Customers
 - Establish and maintain a strong working relationship with prospective Uinta rail customers to both regularly inform and solicit input from prospective rail customers as the project develops.
 - Work with prospective rail users to refine and further define shipping lanes, shipping volumes and volume growth projections, as time, budget and cooperation from prospective rail customers allow.
 - Develop a preliminary understanding of how any shipping agreement(s), tariff(s) or contract(s) with prospective rail customers governing movement of freight would be structured, to include rates and levels of service, as time, budget and cooperation from prospective rail customers allow.
 - Coordinate with prospective rail customers to identify any specific restrictions or requirements regarding equipment, infrastructure and operating plans at both origins and destinations.
 - Consider all backhaul options.
- Railroad Companies
 - Establish and maintain a strong working relationship with Union Pacific and/or BNSF to both regularly inform and solicit input from Class One stakeholders as the project develops.
 - Develop a preliminary understanding of how any interchange agreement(s) with Union Pacific and/or BNSF Railway would be structured, to include rates, revenue splits, collection of revenues and level of service, given the volumes of freight defined by prospective rail customers, as time, budget and cooperation from Union Pacific and/or BNSF Railway allow.
 - Coordinate with Union Pacific and/or BNSF Railway to ensure proposed operating and interchange plans conform to required Class One standards.
 - Establish and configure relationships with short-line rail operators, as directed by the Executive Director.
 - Negotiate rates and facilitate agreement with railroad companies

2. Institutional Arrangement

- Advise and assist Coalition of potential institutional arrangements by which service could be provided on the proposed railroad.

- Define pros, cons and financial impact of alternative institutional arraignments, including, but limited to, a third-party short line operator, leasing operations to either Union Pacific and/or BNSF, operating the railroad as a publicly-owned entity, etc.

3. Financial Performance

- Develop Pro Forma projections regarding the financial performance of the proposed railroad.
 - Coordinate with Coalition and Coalition's selected funding coordination consultant to define parameters of financial performance projections.
 - Synthesize freight volume and shipping rate conclusions regarding prospective rail customers with interchange rate agreement conclusions from Union Pacific and/or BNSF Railway to develop detailed revenue projections within the defined parameters.
 - Synthesize O&M and capital expense projections within the defined parameters.
 - Based on revenue and expense projections, produce pro forma income and cash flow statements within the defined parameters. Coordinate with Coalition's selected funding coordination consultant to ensure that any funding and/or debt requirements are captured in the pro forma statements.
 - Coordinate with Coalition to conduct sensitivity analysis of pro forma statements as required and/or requested by prospective rail customers, Class One railroads, funding sources, state and/or federal entities, etc. Advise Coalition on appropriate variations to pro forma statements to satisfy any requested or required sensitivity analyses.
 - Coordinate with Coalition to present and defend findings of pro forma statements to prospective rail customers, Class One railroads, funding sources, state and/or federal entities, etc., as requested or required.

The scope of work may be phased due to phased funding availability. Additional operations, maintenance, or commercial planning or technical tasks may be requested based on the needs of the project.

Pre-Proposal Conference Call

A non-mandatory Pre-Proposal Conference Call is scheduled for Tuesday, January 22, 2019, at 10:00am (Mountain Standard Time). The meeting may be attended via conference call by dialing 1-669-900-6833, Meeting ID: 182 867 590. The purpose of the Pre-Proposal Conference is to gather questions and address any technical items before the proposal closing date. Consultants will make site visits on their own.

Proposal Format / Selection Team / Evaluation Criteria

The proposal shall consist of the six sections listed below. Each section will be reviewed and assigned a point score not to exceed those shown below. The selected firm will be the one with the highest overall point score. A short list of firms may be invited to interview for this project if scores are close, but the Coalition is not required to do so. The Coalition reserves the right to reject any and all proposals. No compensation will be provided to consultants preparing proposals for the project.

Evaluation of the proposals will be made by a Coalition-appointed committee that will evaluate and score the proposals in accordance with the criteria specified below. The Coalition reserves the right to extend the evaluation process by selecting a shortlist of two or more of the highest ranked firms to provide oral presentations. If oral presentations are required, the selected firms will be provided with additional information about the format, length, content, and scoring to be used.

Section	Evaluation Criteria	Maximum Points
1	Project Team	20
2	Capability of the Consultant/Experience	25
3	Approach to the Project	25
4	Local Knowledge and Experience	5
5	Cost	10
6	Schedule Control	15

Proposal Content

The Proposal must contain all the information identified in the RFP Summary and Guidelines for Preparing the Proposal (refer to **Attachment A**). The Coalition is releasing other Requests for Proposals related to the Uinta Basin Railway Project, such as for legal services related to regulatory approval. A respondent may submit separate proposals for each RFP related to the rail, or proposals for different RFPs may be combined.

Proposal Deadline

The proposals shall be received electronically **before 12:00pm (Mountain Standard Time) on Friday, February 1, 2019.**

Proposal Delivery

Please address electronic (pdf) proposals to: Mike McKee, Executive Director, Seven County Infrastructure Coalition. Please contact Kelly Carter with Jones & DeMille Engineering to receive a secure upload link to submit the proposal electronically. She can be contacted at kelly.c@jonesanddemille.com or 435.896.8266. Faxed proposals will not be accepted. Each Consultant team should submit only one (1) combined proposal.

Number of Copies

Submit one (1) electronic copy of the Proposal.

Pages

Number pages sequentially at the bottom right corner of each page. Limit the number of pages to 30 pages (not including the Introductory Letter). Pages exceeding the 30-page limit will not be evaluated. Resumes of key personnel will not be counted toward the page limit.

Proposal pages shall be 8.5" x 11". Maps and technical diagrams may be 11"x17". Graphics may be shown in color.

Notices

To receive notifications regarding addendums and clarifications to this RFP, please contact Kelly Carter at Jones & DeMille Engineering at kelly.c@jonesanddemille.com or at 435.896.8266. Additionally, all notices will be posted on the Coalition's website at www.scic-utah.org.

Management Responsibility/Selection Process

Jones & DeMille Engineering is the Program Manager and primary technical contact for the Consultant. All project questions and contract documentation requirements shall be submitted to Michael Hawley at Jones & DeMille Engineering. He can be contacted by email at michael@jonesanddemille.com, or by phone at 435.722.8267.

The proposals will be evaluated and scored by the Executive Director, Program Manager, and selected board members. Interviews with shortlisted firms, if held, may be held on Thursday, February 7, 2019, beginning at 9:00am at the Law Offices of Blaisdell, Church, & Johnson. The office is located at 5995 S. Redwood Road, Salt Lake City, UT, 84123. All submitting firms will be notified via email after a firm has been selected.

Disclosure and Disposition

Once submitted, the proposal become the property of the Coalition, are treated as public documents, and disposed of according to Coalition policies including the right to reject any and all proposal(s).

Proposals shall be open to public inspection according to Coalition policies. The Consultant may request in writing the non-disclosure of trade secrets and other proprietary data, if so identified. Upon request from the Consultant, the Coalition's Executive Director will examine the proposal to determine the requests validity prior to award of the contract. If the Coalition's Executive Director disagrees with the Consultant's request, the Coalition Executive Director will inform the consultant in writing which portion of the proposal will need to be disclosed. At that time, the Consultant will have opportunity to withdraw their proposal. Otherwise, the data will be disclosed.

Insurance Requirements

For all contracts with the Coalition, the Consultant will be required to provide:

General Liability & Automobile: \$1,000,000 per occurrence and \$2,000,000 aggregate with a \$5,000,000 liability umbrella policy.

Valuable Papers & Electronic Media: \$250,000 or value adequate to reproduce media.

Professional Liability: \$5,000,000

ATTACHMENT A

Guidelines for Preparing the Proposal

Introduction

These guidelines were developed to standardize the preparation of proposals by consultants for operations and maintenance plans. The purpose for these guidelines is to assure consistency in format and content of proposals that are prepared by consultants and submitted to the Seven County Infrastructure Coalition. The Proposal should contain the following information in the order listed.

- Introductory Letter - No Points
- Section #1 - Project Team - 20 Points
- Section #2 - Capability of Consultant / Experience - 25 Points
- Section #3 - Approach to the Project - 25 Points
- Section #4 - Local knowledge and Experience - 5 Points
- Section #5 - Cost - 10 Points
- Section #6 - Schedule Control - 15 Points

Note: All submittals must be clear, concise and in recommended format, so the proposals can be evaluated in an efficient and objective manner by the designated Review Team. The six (6) sections in all proposals should be labeled for easy reference (#1, #2, #3, #4, #5, #6). Statements not organized will receive a three-point penalty.

Introductory Letter:

The Introductory Letter should be addressed to:

Mike McKee, Executive Director
Seven County Infrastructure Coalition

This one-page letter should contain an expression of the consultant's interest in the work, a statement regarding the qualifications of the consultant to do the work, and any summary information on the project team or the consultant that may be useful or informative to the Seven County Infrastructure Coalition.

The introductory letter does not count as one of the 30 pages. Begin page numbering with the first page in Section #1.

SECTION 1

Project Team:

The proposal should outline how the qualifications, experience, and time allocation of the project team are beneficial to the project.

Identify consultant and subconsultant key individual qualifications and experience as related to the work disciplines.

Identify Technician Certification and Utah license information for Principals in charge.

Identify strengths of key personnel.

Provide a brief description of why the Coalition should select your team.

Identify current obligations and time availability for team members during the duration of the project.

SECTION 2

Capability of Consultant / Experience:

Include detailed experience on similar or related projects.

Describe your capability to perform the work. Explain internal policies and procedures related to quality and cost control.

List project types, locations, and size (total project value) of similar work performed in the last five years, that best characterizes the firm's capabilities and experience.

Provide project description, contact name, address, and phone number of references for work experience examples.

Identify resources, including management and organization capabilities, currently available for performing the work.

SECTION 3

Approach to the Project:

Provide a detailed description of the approach to execute the project in the most efficient manner possible.

Identify the risks that should be anticipated and any solutions that may allow the project to proceed most efficiently.

Outline the communication plan to ensure that all project delivery team members, including the Coalition, are synced throughout the pre-construction phases.

How will the Consultant interact with and support the other consultants on the Coalition's team to minimize cost and shorten the schedule to be in operation as soon as possible?

Convince the Coalition that the Consultant has the best approach to deliver the project for the Coalition.

SECTION 4

Local knowledge and Experience:

Provide a summary of your local knowledge and experience on similar projects in the region.

Provide details of the work your firm completed and any local experience that will benefit the Uinta Basin Rail project. Local relationships and knowledge should be clearly demonstrated. Understanding of local issues should be indicated along with possible solutions.

SECTION 5

Cost

Provide an outline of the total cost of the elements listed in the detailed scope of work in the RFP. Include a fee for Phase 1 – Starter Scope and an estimate (range) for the work contemplated in Phase 2. Please subtotal the fees to show separate costs for the O&M portion as well as the Commercial portion.

Include the total number of assumed personnel hours for each phase.

What is the estimated cashflow schedule based on the project timeline?

SECTION 6

Schedule Control

Provide examples of when and how your organization has completed similar projects within tight time constraints, especially for projects with the proposed project manager.

Provide references for 5 similar projects that were completed on a timely basis.