

REQUEST FOR PROPOSAL

Program Management for the Lead Line Replacement Program

Solicitation # 2026-SWB-03



Proposal Due Date: March 6, 2026

Proposal Due Time: 11:00 AM CST

Sewerage and Water Board of New Orleans
Request for Proposal
Program Management for the Lead Line Replacement Program

The Sewerage & Water Board of New Orleans is seeking Proposals from qualified firms to submit proposals for the Program Management for Lead Line Replacements. The Board's objective is to select and retain a firm to provide all services necessary including the planning, program management, inventory, mitigation, and construction-related services for the Lead Line Replacement Program using funding provided by the State of Louisiana's Drinking Water State Revolving Fund. The initial contract is based on a two (2) year term with up to eight (8) renewals of one (1) year periods each for a total of ten (10) years.

RFP will be available **February 4, 2026**, for download at the following websites:

SWBNO: https://www2.swbno.org/business_bidspecifications.asp

LAPAC: <https://wwwcfprd.doa.louisiana.gov/OSP/LaPAC/dspBid.cfm?search=department&term=181>

A **mandatory** pre-proposal conference for this RFP will be held on **February 23, 2026**, at **1:00 p.m. (CST)** at the SWBNO Administration Building, 625 St. Joseph St. – Executive Boardroom, New Orleans, LA 70165 or if you are unable to attend this in-person meeting, you can also join via teleconference call:

Microsoft Teams

Join: <https://teams.microsoft.com/meet/23262774240207?p=6c89TFe1HCdcthi6CW>

Meeting ID: 232 627 742 402 07

Passcode: Yf2mB97D

Dial in by phone

[+1 504-224-8698,,520484722#](tel:+15042248698,,520484722#) United States, New Orleans

Phone conference ID: 520 484 722#

At this meeting, staff will discuss the scope of work, proposal requirements and respond to questions from the attendees. Proposer's failure to attend the mandatory pre-proposal conference will be disqualified from presenting a bid submission.

Inquiries and/or Requests for Clarification are due to **Cash K. Moses, on February 25, 2026, no later than 5:00 p.m. (CST)** via email to cmoses@swbno.org. All responses will be posted on or before **February 27, 2026**.

Proposals will be received by the Sewerage and Water Board of New Orleans Procurement Department by **March 6, 2026, at 11:00 a.m. (CST)**. For submission instructions, see proposal documents.

LATE PROPOSALS WILL NOT BE ACCEPTED.

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PART I. ADMINISTRATIVE INFORMATION

1.1 Request for Proposals

The Board is being proactive in replacing lead service lines in the distribution system in their entirety such that no portion of the line containing lead remains at a property. This includes galvanized lines requiring replacement as defined by the U.S. Environmental Protection Agency (EPA). To that end, the Board has begun preparation of its service line inventory and Lead Service Line (LSL) Replacement Plan as described in the EPA's final Lead and Copper Rule Revisions (LCRR) and the Final Lead and Copper Rule Improvements (LCRI). The Board has applied for and has been awarded initial funding from the State of Louisiana through the Drinking Water State Revolving Fund (DWSRF) for the planning, replacement, and restoration of lead service lines. The Program Manager will provide planning, program management and construction-related services for the Board's Lead Line Replacement Program.

1.2 Proposal Preparation

Proposals submitted for consideration should follow the format and order of presentation provided in Part IV - Proposal Submission Requirements.

1.3 Point of Contact/ Inquiries/ Requests for Information:

All correspondence and other communications regarding this RFP shall be directed to **Cash K. Moses, Procurement Director**, Sewerage and Water Board of New Orleans, 625 St. Joseph Street, Room 133, New Orleans, Louisiana 70165, 504-585-2428, cmoses@swbno.org.

Inquiries and/or Requests for Information are due to the Board's Procurement Department via email to cmoses@swbno.org no later than timeline stated in the **Anticipated Proposal Timetable**. Any request received after that time may not be reviewed for inclusion in this RFP. The request shall contain the requester's name, address, and telephone number.

The Procurement Department will issue a response to any inquiry if it deems it necessary, by written addendum to the RFP, posted on Board's website, and issued prior to the RFP's Delivery Deadline. The Respondents shall not rely on any representation, statement or explanation other than those made in this RFP or in any addenda issued. Where there appears to be a conflict between this RFP and any addendum issued, the last addendum issued will prevail.

1.4 Questions and Answers

Inquiries and/or Requests for Clarification are due to **Cash K. Moses, on January 23, 2026, no later than 5:00 pm CST** via in writing or email to cmoses@swbno.org. All responses will be posted on or before **January 28, 2026**. Do not contact other SWBNO program personnel with questions regarding this RFP.

The Procurement Department will issue a response to any inquiry if it deems it necessary, by written addendum to the RFP, posted on SWBNO's website, and issued prior to the RFP's Delivery Deadline. The Proposers shall not rely on any representation, statement, or explanation other than those made in this RFP or in any addenda issued. Where there appears to be a conflict between this RFP and any addendum issued, the last addendum issued will prevail.

1.5 Submission of Proposals

Proposers who are interested in providing services requested under this RFP can submit a proposal via email.

Submitting a response:

Electronic Submission:

(1) Digitally signed technical proposal and (1) digitally signed cost proposal in searchable PDF format to bids@swbno.org

Subject Line: 2026-SWB-03 – Program Management for the Lead Line Replacement Program

– [Proposer Name]”. If the file size of the email submission exceeds server requirements, the email submission may be broken into smaller emails with “Part 1 of #” included at the end of each original Subject Line (e.g. RFP# marked **“2026-SWB-03 – Program Management for the Lead Line Replacement Program – [Proposer Name] – Part 1 of 3”**).

Email: If the Proposer intends to submit the response by email, the date and time of the email received by the Procurement Dept. constitutes the time stamp of receipt. The date and time of the email sent by Vendor does NOT constitute a proof of receipt. The Procurement Dept. encourages Vendors to confirm that the response was received timely.

Board assumes no liability for assuring accurate/complete e-mail transmission and receipt. The responsibility solely lies with each Proposer to ensure their proposal is received at the specified email address prior to the deadline for submission. Proposals received after the deadline, corrupted files, and incomplete submissions (e.g. Part 1 and Part 2 of 3 are received, but Part 3 is not) will not be considered.

Fax submission will not be acceptable. Proposers e-mailing their proposals should allow sufficient time to ensure receipt of their proposal by the time specified.

Proposers must complete all required attachments and submit along with proposal submission. Failure to complete and submit the required documents and attachments may result in your proposal being deemed non-responsive.

Proposals should clearly demonstrate the Proposer’s qualifications to perform the needed services and attend all factors applicable in a professional relationship.

All proposals must be received by Board on or before the Delivery Deadline. Proposals delivered after the said deadline will not be accepted.

1.6 Changes, Addendum, or Withdrawal of Proposals

Any changes or addenda to a proposal must be submitted in writing, signed by an authorized representative of the proposer, cross-referenced clearly to the relevant proposal section, and received by SWBNO prior to the proposal due date and time. All changes and addenda must meet all requirements for the proposal. Any proposer choosing to withdraw its proposal must submit a written withdrawal request to SWBNO prior to the proposal due date and time.

The Board reserves the right to reject any and all responses to the RFP (with reasonable explanation) and/or to waive any informalities in evaluating the RFP responses if it deems this to be in the best interest of the Board, its customers, and the general public. The Board reserves the right to qualify Proposers as it deems in its best interest.

1.7 Prohibition of Communication

From the time of advertising, and until the final award, there is a prohibition on communication by Respondents (or anyone on their behalf) with Board's staff, Selection Committee members and elected officials. This does not apply to oral presentations before selection committees, contract negotiations, or communications at any time with any Board employee or elected official regarding matters not concerning this RFP. Breaking the established prohibition on communication may result in a disqualification of the proposal.

1.8 Ownership

All Responses, including any submitted documents, to this RFP or any resulting solicitation are the property of the Board for all purposes. Respondents must clearly mark individual documents or information that the applicant claims are exempt from public record disclosure and specifically justify the exemption. The Board does not guarantee the confidentiality of submissions.

1.9 Effect

This RFP and any related discussions, evaluations, qualifications, or resulting solicitations by the Board or any person on its behalf create no rights or obligations whatsoever except as provided in this RFP. The Board may cancel or modify this RFP or any resulting solicitation at any time at will, with or without notice. Anything to the contrary notwithstanding, any professional services agreement executed by the Board will be issued the exclusive statement of rights and obligations extending from this solicitation.

1.10 Errors or Omissions

The Board will not be liable for any error in any proposal. Respondent will not be allowed to alter proposal documents after the deadline for proposal submission, except under the following condition: The Board reserves the right to make corrections or clarifications due to patent errors identified in proposals by the Board or the Respondent. The Board, at its option, has the right to require clarification or additional information from the Respondent.

1.11 Cost of Preparation

The Board is not liable for any costs incurred by prospective Respondents or Contractors prior to issuance of or entering into a Contract. Costs associated with developing the proposal, preparing for oral presentations, and any other expenses incurred by the Respondent in responding to the RFP are entirely the responsibility of the Respondent, and shall not be reimbursed in any manner by the Board.

1.12 RFP Schedule Summary

The events and dates summarized in Table 1 represent milestones in SWBNO's RFP process; however, SWBNO reserves the right to deviate from this schedule.

Table 1. Anticipated RFP Schedule Summary

Event	Date	Local Time
RFP Release	February 4, 2026	
Mandatory Pre-Proposal Meeting	February 23, 2026	11:00 am
Deadline written questions	February 25, 2026	5:00pm
Responses to questions/clarification	February 27, 2026	
Proposal due date and time	March 6, 2026	11:00am

1.13 Bid Protest Procedures

Any formal protest against the recommendation of award which is to be made by an aggrieved Proposer must be submitted in writing to the Procurement Director, Cashanna K Moses at cmoses@swbno.org according to Sewerage and Water Board of New Orleans Policy 83(R): Procedural Rules for Bid Appeals.

1.14 Public Records Request

To request a public record for the proposal documents, please submit to the following website:
<https://swbno.nextrequest.com/>

1.15 State Revolving Fund Provisions

Notwithstanding any provision of the contract to the contrary during the performance of the contract, qualified respondents shall be required to comply with the terms and conditions for grants and loans from the State Revolving Fund, including for planning, reporting and reimbursements. For information, see <https://ldh.la.gov/page/engineering-guidance>.

PART II. GENERAL INFORMATION

Sewerage and Water Board of New Orleans Request for Proposals Program Management for the Lead Line Replacement Program

2.1 Overview of the SWBNO

The SWBNO operates and maintains infrastructure through Orleans Parish to provide safe drinking water to support fire protection and the public health of all residents, improve sewerage collection services to support public safety and sanitation, and more effectively collect and convey stormwater out of the City of New Orleans to reduce the risk from flood events. The SWBNO remains diligent in improving public safety for the citizens of New Orleans continuously at a reasonable cost to the community.

2.2 Scope of Work

See Attachment – Scope of Work and Attachment - Definitions

2.3 Contract Terms and Compensation

The initial contract period is two (2) years with options for up to eight (8) one (1) year renewals, for a total of 10 years and is scheduled with initiation of the contract period following approval by the SWBNO Board of Directors (Board) and issuance of Notice to Proceed and Purchase Order.

Prices quoted in the proposal response shall include all shipping and delivery costs.

2.4 Payment

The Board shall pay Proposer in accordance with the contracted prices. The Proposer will invoice the agency at the billing address designated by the agency. Payments will be made by the Agency within approximately forty-five (45) calendar days after receipt of a properly executed invoice, and approval by the Department or designee. Invoices submitted without the referenced documentation will not be approved for payment until the required information is provided.

2.5 Information

All reports, surveys, tables, charts, diagrams, product recordings and other data (including electronic, audio and video) or documentation prepared or compiled by Proposer in connection with the performance of its obligations under the contract, shall be the sole and exclusive property of the SWBNO. Proposer shall retain in its files, sufficiently detailed working papers relevant to its engagement with the SWBNO. Proposer further agrees that its working papers will be held in the strictest confidence and will not be disclosed or otherwise made available to outside sources, except as required by law, without the written consent of the SWBNO.

2.6 Non-Collusion Statement

The Contractor confirms that this Agreement is entered into with the Board without any connection with any person or persons making a proposal for the same services, and that it is in all respects fair and without collusion or fraud; also that no member of the Board or public official of the City, who are by law excluded from participation herein, is directly or indirectly interested herein or in furnishing the services to which it relates or in any portion of the profits thereof.

2.7 Non-Solicitation Statement

The Contractor has not employed or retained any company or person, other than a bona fide employee working solely for it, to solicit or secure this Agreement. The Contractor has not paid or agreed to pay any person, other than a bona fide employee working for it, any fee, commission, percentage, gift, or any other consideration contingent upon or resulting from this Agreement.

2.8 Convicted Felon Statement

The Contractor confirms that no principal, member, or officer of the Contractor has, within the preceding 5 years, been convicted of, or pled guilty to, a felony under state or federal statutes for embezzlement, theft of public funds, bribery, or falsification or destruction of public records.

2.9 Insurance Requirements

Contractor shall maintain at his own expense and in good standing, such insurance as will protect the Board, the City of New Orleans, their officers, officials, employees, boards, commissions, and volunteers, and the Contractor himself, from and against any and all claims or damages to public or private property or personal injury, including death, to employees or the public, which may arise from any operations under this contract or any of its subcontracts. The coverage shall contain no special limitations on the scope of protection afforded to the Board or the City. Both the Board and the City shall appear as "Additional Insured" on all Commercial General Liability and Business Automobile Insurance. Any failure to comply with reporting provisions of the policy shall not affect coverage provided to the Board and the City, their officers, officials, employees, boards and commissions, and volunteers. The Contractor's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

If this transaction requires the Contractor or subcontractor's employees to enter the Board's facilities or job sites, a senior employee of the Contractor and/or any subcontractor will review the Board's Safety Orientation Notice (Notice) and will explain this Notice to every employee who will enter Board facilities. This Notice is included as a part of the specifications for this contract.

Contractor and its insurers shall agree to waive all rights of subrogation, except on their Professional Liability Policy, against the Board, the City, and their officers, officials, employees, boards and commissions, and volunteers for losses arising from work performed by the Contractor for the Board and the City. Each insurance policy required by this contract shall be endorsed to state that coverage shall not be suspended, voided or canceled by either party, or reduced in coverage or in limits except after thirty (30) days prior written notice by certified mail, return receipt requested, that has been given to the Risk Manager of the Board. In general, insurance is to be placed with insurers with a Best's rating of at least A- V, although this requirement may be reviewed and modified by the Risk Manager of the Board in the best interest of the Board. The Risk Manager may also consider performing such review upon written request from Contractor. Contractor shall furnish the Board with certificates of insurance affecting coverage required by this contract. The certificates for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf.

The certificates of insurance are to be received and approved by the Risk Manager of the Board before work commences. In the event of a claim, Contractor shall make applicable insurance policies available for review by the Board. Contractor shall retain its rights to restrict disclosure of Contractor's proprietary information.

The following are the types of insurance policies and the minimum limits of insurance coverage which shall be maintained by Contractor during the entire term of the Contract:

a) WORKERS' COMPENSATION AND EMPLOYERS' LIABILITY

INSURANCE, as will protect him from claims under Workers' Compensation Laws. The Workers' Compensation section of the policy shall afford statutory limits and be in accordance with all Louisiana Workers' Compensation Statutes. The Employers' Liability limit shall not be less than \$1,000,000 each accident for bodily injury by accident and \$1,000,000 each employee/policy limit for bodily injury by disease. Whenever any vessel or floating equipment is involved, the insurance shall afford coverage under the Federal Longshoremen's and Harbor Workers' Act, and shall also include protection for injuries and/or death to master's and members of the crews of vessels with statutory limits in accordance with the Jones Act.

b) COMMERCIAL GENERAL LIABILITY INSURANCE, with a limit of not less than \$1,000,000 each occurrence and \$2,000,000 general aggregate, including Explosion, Collapse, and Underground Property Damage Hazards. The Products-Completed Operations aggregate limit shall not be less than \$1,000,000 each occurrence. The general aggregate limit shall apply separately to this project.

c) BUSINESS AUTOMOBILE INSURANCE, which shall cover liability arising from any auto (including owned, hired, and non-owned vehicle). The limit of liability shall not be less than \$1,000,000 combined with each accident for all injuries, property damage, and/or death resulting from one occurrence.

d) ERRORS AND OMISSIONS/PROFESSIONAL LIABILITY INSURANCE, whichever is applicable to the particular profession or service to be provided, with limit of not less than \$1,000,000 each Claim, with a \$2,000,000 annual aggregate, without any restrictive "negligent act, negligent error, or negligent omission" clause, and sufficient to protect the Contractor, the Board, and the City, for a five (5) year period from completion of this contract, against any and all claims which may arise from the Contractor's negligent performance of work described herein.

In addition, Contractor shall be required to furnish to the Risk Manager of the Board all copies of investigative reports with regard to any and all claims filed with the Contractor and his insurance carriers relative to the contract, with the exception of claims filed against his Workers' Compensation Insurance. Such reports shall include date, location, and description of loss as well as amounts of settlements or judgments in order that annual aggregate limits may be monitored by the Board for Contractor's compliance with these specifications.

The furnishing of insurance as provided above shall not relieve Contractor of its responsibility for losses not covered by insurance. Prior to the signing of the contract, evidence of all such applicable insurance satisfactory to the Board shall be filed with the Risk Manager of the Board. All policies shall be in insurance companies authorized to do business in Louisiana and shall remain in full force and effect until the final completion of the work and acceptance thereof by the authority of the Board. Contractor and/or his insurer shall notify the Risk Manager of the Board at least thirty (30) days in advance of any insurance coverage to be canceled or of any insurance coverage that will expire. Contractor shall simultaneously furnish the Board evidence of new coverage to be effective the same day and hour of the expired or canceled coverage. In the event Contractor fails to submit this evidence of new coverage five (5) days prior to cancellation date or expiration date of any policy or policies, the Board will obtain the required coverage to become effective on date of cancellation or expiration of said policies. The cost of such new coverage shall be at the expense of Contractor and any expenditure incurred by the Board of this coverage will be deducted from any balance due to Contractor.

2.10 Right to Audit

The Board shall have the right to audit by its personnel or its authorized representative at all reasonable times any and all records pertaining to the administration of this contract by the contractor, including its records of any subcontractor(s) employed on the contract. Such records shall be made and kept by the contractor in accordance

with generally accepted accounting principles and practices. Records shall include, but are not limited to, accounting records, daily reports, correspondence and subcontract files (hard copies as well as computer readable data, if it can be made available). Records subject to audit shall also include but not be limited to those records necessary to evaluate and verify direct and indirect costs (including overhead allocations) as they may apply to cost and/or change order requests associated with this contract. The Board also reserves the right to interview employees, make photocopies, and inspect any and all records at a reasonable time for a minimum of three (3) years after completion of the project or formal acceptance of the contract by the Board. Contractors shall be required to retain such files of the project as described herein for a minimum of three (3) years after completion of the project or formal acceptance of the contract by the Board.

2.11 Confidential Information

Information contained in the Vendor's proposal that it deems proprietary or trade secret must be clearly identified in the proposal as described below in the Louisiana Revised Statute 44:3.2.D.(1). The Board will be free to use all information in the Vendor's proposal for the Board's purposes. Vendor proposals shall remain confidential until the Board's Proposal Selection Committee makes its recommendation to SWBNO Board of Directors. The Vendor understands that any material supplied to the Board may be subject to public disclosure pursuant to the Louisiana Public Records Law (LA R.S. 44:1, et seq.).

Louisiana Revised Statute 44:3.2 D.(1) All records containing proprietary or trade secret information submitted by a developer, owner, or manufacturer to a public body pursuant to Subsection A, B, or C of this Section shall contain a cover sheet that provides in bold type "DOCUMENT CONTAINS CONFIDENTIAL PROPRIETARY OR TRADE SECRET INFORMATION". The developer, owner, or manufacturer shall clearly mark each instance of information which is, in his opinion, proprietary or trade secret information.

2.12 Confidentiality Statement

Any information, including materials, drawings, designs, documentation, and other property or data, disclosed to the proposal responder shall not be used, reproduced, appropriated, or otherwise disseminated to anyone other than SWBNO.

2.13 Subcontractor

If the proposer intends to subcontract portions of the work or to satisfy any of the Proposer Requirements and/or Scope of Work through the use of a subcontractor, the proposer shall include the name of the subcontractor and specific designations of the tasks to be performed or Vendor requirements to be met by respective subcontractor(s). The information requested of the proposer under the terms of this RFP shall also be supplied for each subcontractor and shall be included in the proposal. The proposer will retain full control over this contract and will not assign or subcontract said contract without the prior written consent of SWBNO. Failure to request consent shall be grounds for default under this contract. The Proposer further agrees that assigning or subcontracting any portion or feature of the work shall not relieve the Proposer from its full obligations under this contract.

2.14 Non-Exclusivity Clause

Any agreement resulting from this RFP shall be non-exclusive and nothing herein shall be construed as creating any exclusive arrangement with Contractor or as prohibiting the Board from soliciting similar, equal or like goods and services or from executing additional contracts with other entities or sources.

The Board reserves the right to evaluate proposals and award items separately, grouped, single, or multiple respondents. The Board reserves the right to accept the proposal which is in the best interest of the Board and to reject all proposals if found to be in the best interest of the Board.

2.15 Living Wage

The Contractor agrees to abide by City Code sections 70-801, et seq., which requires payment of a wage to covered employees equal to the amounts defined in the Code (“**Living Wage**”). If the Contractor fails to comply with the requirements of the Living Wage during the term of the Agreement, said failure may result in termination of the Agreement or the pursuit of other remedies by the Sewerage and Water Board.

Under the city’s new [Living Wage Ordinance](#), covered employees are required to receive a living wage and receive compensated leave. To comply with the ordinance, Covered Employers are required to:

1. Pay living wage of \$16.01 an hour to its covered employees
2. Permit covered employees to take at least seven days per year of compensated leave
3. Post notice in a prominent place regarding the applicability of the Living Wage Ordinance in every workplace in which covered employees are working that is within the employer’s custody and control.

[Living Wage Ordinance Rules and Regulations](#)

In accordance with the Living Wage Ordinance, the current living wage per the Consumer Price Index data is \$16.01 per hour.

PART III. PROPOSAL EVALUATION AND SELECTION

3.1 Selection Committee

Pursuant to Policy Memorandum No. 95, SWBNO must establish a Selection Committee with relevant subject-matter expertise in reviewing and evaluating proposals to the RFP. Each proposal to the RFP must be evaluated by a committee of five individuals consisting of:

- General Superintendent, or designee
- Deputy Director, or designee
- Department Head requestor, or designee
- Employee who will manage and monitor the contract
- An Expert (Employee or Non-Employee) in the field as determined by the Executive Director

3.2 Technical Evaluation

SWBNO will select a Proposer generally according to the procedures described in Policy Memorandum No: 95. The Selection Committee will first evaluate and score responsive RFP Responses on the criteria listed below and provide an assessment of that score.

Consensus Scoring:

The Selection Committee will review each qualified technical proposal then score by consensus. The members on the Selection Committee will complete the numerical grading (0-5) with the criteria weighted as shown below and provide a written explanation stating the reasons for the rating for each criterion.

The Selection Committee shall first evaluate the proposals on the basis of qualitative criteria rather than quantitative price. The members on the Selection Committee shall utilize consensus scoring and discuss each proposal and presentation to complete the numerical grading and provide a written explanation stating the reasons for each criterion.

The Board reserves the right to reject any and all proposals. As part of the evaluation process, the Selection Committee will interview Proposer references and other parties to confirm Proposer's performance on previous projects. The Board reserves the right to terminate this process at any time, and no guarantee is expressed or implied that obligates the Board to contract for the proposed project. The Board will negotiate its agreement with the highest evaluated proposer, as determined by the Selection Committee.

Proposers shall be treated fairly and equally with respect to any opportunity for discussion and revision of their offer. To obtain the best and final value offers, revisions may be requested after submissions and before award of the Contract.

A Proposer may receive the maximum points, a portion of this score, or no points at all, depending upon the merit of its response, as judged by the Selection Committee in accordance with the qualitative criteria below for the Proposal and presentation (Table 2):

Table 2. Proposal and Presentation Criteria

Section and Evaluation Criteria	Max. Possible Percentage
PROPOSER QUALIFICATIONS 4.2.D Firm Experience Experience with programs focused on Lead and Copper Rule compliance and lead line replacement. Demonstrated successful performance of professional services for a program of similar size and scale. 4.2.D.5 Health and Safety Total Record Incident Rating (TRIR). 4.2.E Delivery Team Experience Qualifications, skills, and experience for the personnel responsible for performing the scope of work described in Attachment – Scope of Work.	12.5%
PROPOSER METHODOLOGY 4.2.F.1-4 Program Management Approach Description of key components, prioritization model, and data management. Strategy to secure government/non-government funding. Approach to permitting and compliance reporting. 4.2.F.5 Communication, Outreach and Education Approach Strategy for communications, outreach and education for overall program and lead line replacements. 4.2.F.6 Workforce Development Approach Strategy to promote the Program and grow local workforce capacity, including approach to participation goals and metrics. 4.2.F.7 Construction Management Approach	27.5%
LEVEL OF EFFORT (without Price) 4.2.F.8 Based on 1,500 replacements in Year 1 and 7,500 replacements in Year 2, using Attachment – Level of Effort Form.	5%
DBE PARTICIPATION 4.2.F.9 Proposal complies with contract DBE participation goal of 35% and is willing to promote full and equal business opportunities in accordance with the Board's State-Local Disadvantaged Business Enterprise Program.	5%
PRESENTATION OF PROGRAM APPROACH 4.4B Program Approach Approach to lead line replacement and ability to meet KPIs.	30%
PRESENTATION OF COMMUNITY OUTREACH 4.4.B Community Outreach Approach to community engagement and benefits to the program.	7.5%
PRESENTATION OF WORKFORCE DEVELOPMENT 4.4.B Workforce Development Workforce development approach and benefits to the program.	7.5%
REFERENCE RESPONSES 4.4.C Reference Responses References' responses describing successful execution of work for Reference. Answers to additional questions.	5%
Total Percentage	100%

If there is no shortlist or BAFO used by SWBO, a presentation will be required from every responsive proponent that meets the minimum qualifications.

3.3 Price Evaluation

Cost proposals must be submitted in a separate envelope or file (if emailed) marked “Cost Proposal.”

The Cost Proposal will not be opened during the technical evaluation process. The Cost Proposal will only be opened by the awarded Respondent and will serve as the basis for negotiations with the Board.

3.4 Shortlist

SWBNO at its sole discretion may recommend a selection of Proposers for a short list based on the overall ranking by the Selection Committee. The top vendors determined by the Selection Committee in the first-round evaluation will then be shortlisted to an additional level of due diligence.

During the review of any proposal, the Selection Committee may:

- Conduct reference checks relevant to the solicitation to verify any and all information, and rely on or consider any relevant information from such cited references or from any other sources in the evaluation of proposals;
- Seek clarification of a proposal or additional information from any or all proposers and consider same in the evaluation of proposals;
- Waive any requests or requirements if such waiver is in the best interest of the SWBNO;
- Request presentations with any, some or all proposers to clarify any questions or considerations based on the information included in proposals, Proposals during the evaluation process, and consider any supplementary information from presentations in the evaluation.

3.5 Presentations

SWBNO at its sole discretion may request none, some or all Proposers to participate in an in-person proposal presentation. SWBNO will prepare and distribute a letter to formally invite some or all Proposers to participate in a presentation to the Selection Committee.

Each Proposer invited to present will be allotted **one (1) hour and 45 minutes** for an in-person presentation. The presentation must be given by the person(s) designated as principal to the project, such as Program Manager, Construction Manager, Community Outreach and Workforce Development.

The **in-person** presentation will be held at the following address below:

Sewerage and Water Board of New Orleans
625 St. Joseph St.
Executive Board Room – 2nd Floor
New Orleans, LA 70165

3.6 Best and Final Offer (BAFO)

Selection Committee, at its request, may ask for a Best and Final Offer from the top proposers.

Written notification is sent to the selected proposers that will include a list of the specific items to be addressed, instructions and deadline for submittal, and the evaluation criteria and scoring methodology, if different from the RFP.

If requested, when evaluating BAFO responses, if BAFO cost is requested, this will replace the original cost and the technical proposal may be re-evaluated.

3.7 Notification

Once the Selection Committee recommends a proposal, the Procurement Department notifies the selected firm by a Recommendation of Award letter. The unsuccessful proposer(s) will be notified as well. The Award Letter will contain the name and contact information of the representative of the department responsible for administering the future contract.

IMPORTANT: The Recommendation of Award letter is not a contract award notification. The contract award is subject to the successful satisfaction by the selected respondent of all additional requirements in the solicitation.

PART IV. PROPOSAL SUBMISSION REQUIREMENTS

To achieve a uniform review process and obtain the maximum degree of comparability, it is required that the proposals be organized in the manner specified below.

The proposal shall consist of two separate submittals consisting of the following:

The Technical Proposal organized as follows:

- A. Executive Summary
- B. Table of Contents
- C. Signed Documents and Forms
- D. Proposer's Qualifications – Firm Experience
- E. Proposer's Qualifications – Delivery Team Experience
- F. Proposer's Methodology – Technical Approach

The Cost Proposal organized as follows:

- A. Executive Summary
- B. Cost Proposal including Rate Schedule

The respective Table of Contents shall reflect the above order, and identify illustrations, tables, figures, and exhibits. Appended materials should be clearly noted. Failure of the Respondent to organize the information required by this RFP as outlined may result in the Board, at its sole discretion, deeming the Proposal non-responsive to the requirements of this RFP.

The Board requests Proposers to limit their Technical Proposals to approximately thirty (30) pages, excluding the Executive Summary, table of contents, section dividers, forms, schedule and supplemental information such as technical appendices, resumes, and reference project sheets. Proposers can utilize up to five 11 x 17 pages in their responses for items such as the org chart, schedule, but not for the executive summary which is limited to three pages sized 8 1/2 by 11. An 11x17 page will count as a single page. Audio-visual materials will not be accepted.

4.1 TITLE PAGE

Title Page should contain the following information:

- RFP Number and Name
- Proposer's Name and Address
- Proposer's Contact Person and Information (email address, telephone number(s), etc.)

4.2 TECHNICAL PROPOSAL

The Technical Proposal shall be presented in the order of sections and requirements listed herein.

4.2.A Cover Letter

A cover letter, maximum two (2) pages, is allowed and will not be included in the 30-page limit. Content in the cover letter will not be considered in the evaluation.

4.2.B Executive Summary (not included in page total – limit three (3) pages)

At a minimum, include the following in the executive summary:

- Concise summary of Respondent's offer and the benefits of the proposed team and technical approach
- Contact person and title
- Organization legal name
- Address
- E-mail address
- Telephone number

The executive summary shall not exceed three (3) pages.

4.2.C Table of Contents of Technical Proposals (not included in page total)

All Technical Proposals shall follow the format outlined in the Table of Contents indicated above. Respondents are not allowed to change the order or titles of the Sections or Subsections. Additional Sections and/or Subsections may be added after the last Section and/or Subsection.

4.2.D Proposer Qualifications – Firm Experience

Discuss the Proposer's qualifications addressing, but not limited to, all of the following information, in the order requested.

1. Minimum Qualifications

Proposers shall provide evidence that the Proposer or team member(s) has direct and relevant professional services experience with at least two (2) comparable projects in the last ten (10) years. A comparable project shall be a service line replacement program in which the Proposer or its team member has successfully replaced at least 1,000 service lines in one (1) continuous 12-month period.

When counting the number of service line replacements to fulfill the minimum requirements, the count refers to the number of properties at which a full or partial replacement was completed such that the property is lead free.

Proposers shall use Attachment - Proof of Minimum Qualifications Form to document the minimum qualifications required. Failure to submit and use the Proof of Minimum Qualifications Form will deem the proposal non-responsive.

2. Proposer Information

Type of Proposer: Indicate the type of firm as currently registered such as Corporation, Partnership, Sole Proprietorship, Joint Venture, etc.

Years in Business: Number of years the firm has been in business under its present name and type of firm; other names and/or entity under which the firm has operated and the number of years under each name.

Parent Company: Information on the Parent Company, if applicable.

Entity Providing Services: The Proposer or the specific entity of a holding company that will be involved in the provision of the requested technical scope of Services.

3. Proposer Experience and References (**project sheets and reference forms not included in page count**)

Introduction: Describe the Proposer's relevant experience and how the Board can potentially benefit from the Proposer's experience.

Project Description: Provide project descriptions for at least three (3) but no more than five (5) similar projects that the Proposer or its team members have performed within the last ten (10) years. Similar projects should be indicative of the Proposer's professional services experience working with service line replacement programs or related infrastructure.

Each project description should include the client's name, scope of services provided including the number of lead lines replaced each year, clarification of roles if multiple firms were used to execute the work, total contract value, and term of each contract. For each project described, include the costs for professional services, and the initial and final construction cost, including a description for any increases or decreases in the final construction cost. Include project start date, original completion date, and the actual completion date, with justification for any change in the original and actual completion date.

Each project description should be no more than two (2) pages. Project sheets will not be included in the page count for the proposal.

Project References: Identify three references and request each reference to complete the Reference Check Request Form and have the **reference return the completed form to bids@swbno.org.**

Failure to use the Reference Check Request Form and/or failure to deliver the completed Reference Check Request Form to the Board deems the proposal non-responsive.

4. Safety Performance

Safety Program and Performance: Provide a description of the Respondent's safety program, policies and approach for planning and training Contractors at the beginning of the Program and throughout the Program duration. Identify how effectiveness and performance are tracked.

Safety Violations and Claims: Provide a list of all state and/or OSHA safety violations within the past five (5) years for other contract work. Include incident reporting, lost time, type of injury, and/or worker's compensation claims.

Submit your Total Recordable Incident Rate (TRIR) for the past three (3) years. TRIR scores greater than 3 will be awarded zero (0) points in the Technical Evaluation described in Table 2.

5. Legal/Environmental Compliance

Legal Disclosures: Provide disclosures regarding outstanding legal matters and statement regarding materiality of each of those legal matters, including any outstanding legal matters with the Board. Disclose all litigation the firm has been involved in the most recent five (5) years, including any litigation with the Board.

Failure Reporting: Provide a summary of any reported failures with regulatory compliance in the most recent five (5) years. Provide information on fines incurred and/or civil penalties resulting from noncompliance with the Safe Drinking Water Act or Lead and Copper Rule related rules.

4.2.E Proposer Qualifications – Delivery Team Experience

The Proposer shall demonstrate directly relevant experience for its proposed team members and highlight experience for program management and construction management with lead line replacements.

1. Organizational Chart

Provide the organizational chart of the proposed team to fulfill the Services requested in the RFP. The organizational chart shall reflect the key personnel that will be involved in the management, administration and operationalization of the scope of work along with all other technical resources that will be involved in the delivery of Services to the Board.

Clearly illustrate in the organizational chart the key roles of the proposed team members including the Project Manager, and the technical resources/specialists that will support the various Program requirements. The identification of key roles is determined at the discretion of the Proposer.

2. Team Member Descriptions

Identify and describe the qualifications of all the personnel that will have primary responsibility for the oversight, management, operations and technical expertise for program operations. Include in your discussion intended roles and responsibilities, relevant past experience and educational background(s). The identification of key personnel is determined at the discretion of the Proposer.

3. Location of Key Personnel

For each individual identified as key personnel, indicate their office location and the location from where they will perform the work. If the Proposer is proposing to relocate key personnel for this Program, identify when that individual will be relocating to the New Orleans area.

4. Resumes (not included in total page count)

Provide resumes for key personnel. Each key personnel resume should be limited to no more than two (2) pages. Any required licensing shall be included with the resumes of personnel, as applicable. Resumes will not be included in the page count for the proposal.

4.2.F Proposer Methodology – Technical Approach

The Proposer shall describe their methodology for the Technical Approach for the following Program tasks:

- Program Management Approach, including:
 - Funding Approach
 - Permitting and Regulatory Approach
 - Key Performance Indicators
- Communication, Outreach and Education Approach
- Workforce Development Approach
- Construction Management Approach
- Schedule
- Level of Effort without Price
- DBE Participation Goal

1. Program Management Approach

Provide a description of the Proposer's Program Management approach.

Proposer shall:

- A. Demonstrate an understanding of the Program and its objectives by providing a comprehensive and thorough description of how the Proposer will approach:
 - a. Data management and security, for the Inventory and Program database.
 - b. Prioritization of field work for investigations, identification, and replacement of lead lines.
 - c. Securing funding from government and non-government agencies.
 - d. Reporting to execute the Program and to communicate with stakeholders.

2. Funding Approach

The continuation of the Program depends on securing additional funding beyond the initial funds secured through DWSRF. Additional funding sources are sought, although the Board may choose to decline some non-government funding sources depending on the value and/or terms and conditions associated with the funds.

Proposer shall:

- A. Describe the Respondents understanding of any limitations or impact of using DWSRF funds on the execution of the Program. For example, which tasks/charges will be allowed including the time allotted for billing/invoicing and work force development activities.
- B. Describe the approach to identify potential funds from other non-government sources and the strategy to secure those funds.
- C. Describe the schedule and timelines for funding sources and how this could affect the delivery and progress of the Program.
- D. Describe strategies to accelerate or collapse Program activities in response to a dynamic funding landscape.

3. Permitting and Regulatory Approach

The Successful Respondent is responsible for compliance with all applicable laws and regulations and will ensure that the systems and work practice comply with the Lead and Copper Rules in effect at the time the work is performed. The Successful Respondent will be responsible for applying for all new permits; an allowance for application fees is shown in the Level of Effort with Pricing Form.

Proposer shall:

- A. Describe how permits will be obtained and managed for all field work, including work on private property for lead line replacement, such that schedule delays are minimized, including work on private property for lead line replacement, work in heritage districts, and around the tree canopy.
- B. List of anticipated permits to complete the work.

4. Key Performance Indicators

The performance of the Program will be reviewed annually against the Key Performance Indicators established for the given Program year and as described in Attachment – Draft Agreement. KPIs are identified for metrics defining production (including the number of lead lines replaced each year, and higher rates of replacement in disadvantaged communities), funding, equity, and local economy and workforce development.

The KPIs will be reviewed annually, accounting for the previous year's efforts, progress and lessons learned while also promoting efficiency in delivery.

Proposer shall:

- A. Describe the approach and schedule to establish annual production rates as defined by the KPIs of Attachment – Draft Agreement.
- B. Describe the methods that will be used to meet or exceed the annual production rates.

5. Communication, Outreach and Education Approach

Describe the Proposer's approach to develop annual updates to the Communications Plan, including for the Program as a whole, disadvantaged communities and for properties/neighborhoods where lead line replacements are planned or performed in the Program year.

Proposer shall:

- A. Describe strategies and their outcomes from past programs, as well as barriers to success that may be encountered on this Program in this community and how they could potentially be overcome.
- B. Provide a description of Proposer's plan for a customer call center and interactive program website. The Board expects that the Successful Respondent will have a plan to ensure that customers have a satisfactory level of comfort with the Successful Respondent.
- C. Provide details on how the Respondent will accommodate community involvement and their relationship to the community, such as community groups, internships, etc.

All media relations are managed by the Board.

6. Workforce Development Approach

In this section, responses are solicited to understand the Respondent's approach to provide meaningful job opportunities for the local workforce, referencing examples from past experience, including on other lead line replacement programs undertaken by the Respondent.

Proposer shall:

- A. Describe the Respondent's approach for developing a local workforce to build local capacity in the skilled and unskilled roles required of the Program in addition to partnering with local SLDBEs.
 - a. Provide an assessment of how much work could potentially be delivered by the local workforce.
 - b. Describe the nature of skilled and unskilled work that could be potentially delivered by the local workforce.
 - c. Discuss the Respondents approach to monitoring progress and measuring success.
- B. Provide a description of the Respondent's plan to develop a program to train and hire plumbers from within with the local community. The Program Manager is not responsible for training and hiring plumbers, but the Program Manager is expected to support efforts by others to train and hire plumbers for the program.
- C. Describe the Respondent's approach to developing and launching a mentor-protegee program.

7. Construction Management Approach

The Successful Respondent is responsible for developing the procurement documents for construction services and for managing construction of the work.

Proposer shall:

- A. Provide a description of the Respondent's approach to procure Contractors and other Vendors needed for execution of the program, if not already included in the Program team described in the Proposal.
- B. Provide a description of the approach to construction and construction management, including approach to planning the work, training Contractors tasked with lead line replacement and field work, construction safety, and public safety.
- C. Identify how construction performance is tracked and how a culture of safety is promoted on programs that have involved work on private property.
- D. Summarize the approach to manage emergency procedures and after-hours emergency response.

8. Schedule

In this section the Respondent will demonstrate their understanding of the scope of work and delivery schedule by presenting a schedule for Year 1 and Year 2 of the Program.

Proposer shall:

- A. At a minimum, provide a schedule that shows the activities, deliverables, milestones, and major activities for all eight (8) tasks and subtasks (e.g., Task 3.1, 3.2, and 3.3, etc.) in Attachment – Scope of Work.
- B. At a minimum include line items or dates for regulatory compliance, compliance, including communications with customers, regulatory reporting, funding cycles (applications, closing and reporting), and contractor procurement and bidding.
- C. Include a line item on the schedule to show the cumulative number of replacements estimated to be completed each quarter and to describe the impact of start-up and ramping up production in Year 1 and Year 2.
- D. At the Respondent's discretion, a summary schedule may be provided in addition to the detailed Schedule.

The Successful Respondent must provide a detailed Program schedule and budget to the Board within fourteen (14) calendar days of receiving written authorization of notice to proceed from the Board consistent with the requirements in the Scope of Work, Section 1 (Program Management).

The start date will be identified upon release of the Notice to Proceed after the Agreement is fully executed.

9. Level of Effort without Price

Level of Effort without Price (Attachment – Price Proposal Labor Only) includes the instructions for how to use the form. Proposers shall include the Level of Effort Form without Price (Attachment – Price Proposal Labor Only) with the Technical Proposal. The Level of Effort Form will be used in the Technical Evaluation to assess the Proposer's understanding of the Scope of Work.

Proposer shall:

- A. Prepare and submit the Level of Effort Form for a fixed number of replacements:
 - a. 1,500 lead line replacements in Year 1, and
 - b. 7,500 lead line replacements in Year 2.

The Level of Effort Form must be prepared to show hours for all roles and names shown in the organization chart.

B. Once completed, attach the Level of Effort Form without Price (Attachment – Price Proposal Labor Only) to the Technical Proposal. The numbers for replacements listed above are provided for the purpose of evaluating Proposals and program implementation for Year 1 and Year 2; the Board intends to work with the Successful Proposer to annually validate the number of lead lines required to be replaced each year.

4.2.G DBE PARTICIPATION GOAL

The Sewerage and Water Board of New Orleans established the Economically Disadvantaged Business Program to offer Disadvantaged Business Enterprises (DBEs) the maximum allowable opportunity to compete for the award of and participation in Board contracts and subcontracts.  For an overview of the policy, please see Attachment – Disadvantaged Business Enterprise Program Policy for Good & Services, and Professional Services projects.

All solicitations for bids for contracts where DBE percentage goals have been established and recommended by the Staff Contract Review Committee (SCRC) and approved by the Board, shall inform all Proposers of the DBE requirements that must be submitted to the Board as part of the bid. The award of the contract will depend on the DBE requirements set below.

DBE Contract Percentage Goal 35%

See Attachment Section for DBE Forms

Each Bidder must submit the following forms in completion:

1. EDBP Participation Summary Sheet Form
 - Name, address and phone number of each DBE Firm
 - Scope of Work
 -  Dollar Value for each DBE
 - Signature of Prime on Form
2. EDBP Acknowledgement of Negotiated Terms Form
 - Name, address and phone number of DBE Firm
 - Scope of Work
 - Dollar Value
 - Signatures of Prime and DBE subcontractor on Form

An Acknowledgement Form must be completed for each DBE Firm.

Please note: if you are a DBE bidding as a prime contractor, you cannot count yourself toward the DBE participation requirement. You must select another certified DBE from the SWBNO Approved Vendor List to fulfill this requirement.

Failure to complete and submit the DBE forms according to the above instructions will render your bid non-responsive. Additional criteria taken into consideration during the evaluation of DBE forms submitted include:

- The selected DBE firms must be SLDDBE or LaUCP certified in the required work areas. To identify certified DBEs, visit <https://www.swbno.org/Business/DisadvantagedBusinesses>.
- The work to be performed by the selected DBE firms must be commercially useful and directly related to the project.

- The Board expects Proposers to use their best efforts to meet the DBE goals. If Proposers are unable to meet the goal, Documentation of Good Faith Effort must be submitted for the bid to be considered responsive. Instructions and documents needed to prepare an acceptable good faith effort are available at <https://www.swbno.org/Business/DisadvantagedBusinesses>.

The participation of a second tier DBE subcontractor to a first tier non-certified subcontractor is not credited in the evaluation of the bid/proposal because SWBNO does not hold a contract with the first tier sub and cannot enforce an obligation upon them to meet the proposed participation. Post-bid, the participation of the second tier sub may be calculated in the overall goal. Second tier DBE Participation is not credited in evaluation of bid/proposal but may be included in calculation of post-bid compliance.

4.3 COST PROPOSAL

The Cost Proposal shall be presented in the order of sections and requirements listed herein:

4.3.A Cost Proposal Executive Summary

An executive summary shall be provided, describing the salient aspects of the Cost Proposal summarizing the Respondent's approach and fee for the key components requested in the Cost Proposal. The executive summary shall not exceed one (1) page.

4.3.B Cost Proposal including Rate Schedule

Respondents are to complete Attachment – Price Proposal Cost Only including pricing and the Rate Schedule, with the Cost Proposal. Refer to the instructions included in the Level of Effort Form for guidance on how to use the form.

4.4 PRESENTATION

Discuss the Proposer's proposal, qualifications and approach addressing, but not limited to, all of the following information, in the order requested herein:

4.4.A Introductions [10 minutes]

- Company overview.
- Introduction of team members.

4.4.B Presentation [75 minutes]

- Describe the Proposer's proposed project workflow beginning with identification of a lead service line and ending with restoration of the work area. Include any suggested improvements to the approach described in the RFP. What are the perceived risks to success? What are the mitigation strategies?
- Describe how the KPIs identified in Attachment – Draft Agreement will be achieved. Include discussion on the tools and systems that will be used by the Proposer to monitor progress and the corrective actions that will be implemented by the Proposer if productivity lags. Discuss the number of contractors needed to achieve the KPIs and the Proposer's efforts to ensure an appropriate level of contractor participation to achieve the KPIs.
- Describe how the Proposer will manage production when federal funds are exhausted or when new federal funds are identified.
- Describe the Proposer's funding approach, including specific federal, state, local, public and private, and other sources of funding. Discuss eligibility requirements for any preliminary

source of funding identified, the likelihood SWBNO will qualify for funds, and the Proposer's approach to funding administration.

- E. Discuss the Proposer's predictive modeling approach, if applicable. Describe how the existing model or alternative model will be integrated into the program. Include in the response what techniques the Proposer will use to improve model predictions and how the model will be used to address lead line replacements.
- F. From the perspective of the resident, describe how they will participate in the program, assuming the property is designated as lead status unknown in the inventory.
- G. Describe the Proposer's community outreach approach. Identify community groups, neighborhood associations, and other key stakeholders and describe when and how the Proposer will engage them to promote the success of the program.
- H. Describe the Proposer's approach to workforce development and how it will benefit the Lead Line Replacement Program.

4.4.C Questions [20 minutes]

- A. Please be prepared to discuss why the Proposer's offering is the most advantageous to SWBNO and the content of both your written proposal and your presentation.

Timing distribution is provided for guidance only, for a total of 1 hour and 45 minutes.

RFP Technical and Cost Proposal Submittal Checklist

Technical Proposal with required tabs
Cost Proposal (separate file), complete
Attachments

Redacted RFP Technical and Cost Proposal Submittal

Proposers may submit a separate redacted copy of their technical and cost proposal to provide in response to a public records request. This is not a requirement of the proposal submission documents, and it can be submitted anytime with the proposal submission or after.

Signed Documents and Forms (not included in page total)

Attachments Checklist-REQUIRED FOR PROPOSAL SUBMISSION:

ATTACHMENT – COVER SHEET

ATTACHMENT – PRICE PROPOSAL LABOR ONLY (SUBMIT IN EXCEL AND .PDF)
SUBMITTED WITHOUT PRICING IN THE TECHNICAL PROPOSAL

ATTACHMENT – PRICE PROPOSAL COST ONLY (SUBMIT IN EXCEL AND .PDF)
SUBMITTED WITH PRICING IN THE COST PROPOSAL

ATTACHMENT – ECONOMICALLY DISADVANTAGED BUSINESS PARTICIPATION SUMMARY SHEET
SUBMITTED AS A SEPARATE ATTACHMENT

ATTACHMENT - ECONOMICALLY DISADVANTAGED BUSINESS PARTICIPATION ACKNOWLEDGEMENT FORM
SUBMITTED AS A SEPARATE ATTACHMENT

ATTACHMENT – REFERENCE FORM
EMAILED DIRECTLY TO SWBNO BY THE PROPOSER'S REFERENCE

ATTACHMENT – PROOF OF MINIMUM QUALIFICATIONS

Attachments Checklist-FOR INFORMATION:

ATTACHMENT – DEFINITIONS

ATTACHMENT - ECONOMICALLY DISADVANTAGED BUSINESS PROGRAM POLICY

ATTACHMENT – SCOPE OF WORK

ATTACHMENT – SUPPLEMENTAL DOCUMENTS

Attachments Checklist-REQUIRED FOR CONTRACT:

ATTACHMENT – AFFIDAVITS (REQUIRED FOR AWARDED PROPOSER)

1. Conflict of Interest Disclosure Affidavit
2. Corporate Resolution or Proposer Organization
3. Convicted Felon Affidavit
4. Non-Solicitation Affidavit
5. Non-Collusion Affidavit

Proposers not submitting the required documents and attachments will result in your response being deemed non-responsive.