Renewable Heating & Cooling Technical Assistance Request for Proposal (RFP) 3202 \$ 500,000 Available

Proposals Due: Thursday, February 11, 2016 by 5:00 PM Eastern Time*

The New York State Energy Research and Development Authority (NYSERDA) seeks proposals from firms qualified to provide technical information, economic and technical modeling, and policy and economic analysis in the area of renewable heating and cooling. Through this solicitation, NYSERDA anticipates selecting one or more contractors to provide as-needed consulting services in the following support areas:

- Economic and Technical Analytical Tools for Renewable Heating and Cooling Technologies
- 2. Analysis of Value Opportunities in the Renewable Heating and Cooling Sector
- 3. Financing Solutions for the Renewable Heating and Cooling Sector

Firms may submit a proposal to provide support in one, all or any of the above support areas. NYSERDA anticipates entering into task order agreements, from time to time, (as defined in Section VI) with successful proposers for them to provide services within one or more of the broad categories above.

Proposal Submission: Electronic submission is preferable. NYSERDA will also accept proposals by mail or hand-delivery. If submitting electronically, proposers must submit the proposal in either PDF or MS Word format with a completed and signed Proposal Checklist and Disclosure of Prior Findings of Non-Responsibility, in PDF format. Proposal PDFs should be searchable and should be created by direct conversion from MS Word, or other conversion utility, rather than scanning. For ease of identification, all electronic files must be named using the proposer's entity name in the title of the document. Proposals may be submitted electronically by following the link for electronic submissions found on this RFP's webpage, which is located in the "Current Opportunities" section of NYSERDA's website (http://www.nyserda.ny.gov/Funding-Opportunities/Current-Funding-Opportunities.aspx). Instructions for submitting electronically are located as Attachment E to this RFP.

If mailing or hand-delivering, proposers must submit six (6) paper copies of their proposal with a completed and signed Proposal Checklist, along with a CD or DVD containing both a PDF and a MS Word digital copy of the proposal, following the above guidelines. Mailed or hand-delivered proposals must be clearly labeled and submitted to:

Roseanne Viscusi, RFP 3202 NYS Energy Research and Development Authority 17 Columbia Circle Albany, NY 12203-6399

If you have technical questions concerning this solicitation, contact Erich Scherer at (518) 862-1090, ext. 3579 or erich.scherer@nyserda.ny.gov. If you have contractual questions concerning this solicitation, contact Elsyda Ahmed at (518) 862-1090, ext 3232 or Elsyda.Ahmed@nyserda.ny.gov.

No communication intended to influence this procurement is permitted except by contacting the above-mentioned project manager ("Designated Contact"). Contacting anyone other than this Designated Contact (either directly by the proposer or indirectly through a lobbyist or other person acting on the proposer's behalf) in an attempt to influence the procurement: (1) may result in a proposer being deemed a non-responsible offerer, and (2) may result in the proposer not being awarded a contract.

Late proposals will be returned. Incomplete proposals may be subject to disqualification. It is the responsibility of the proposer to ensure that all pages have been included in the proposal. Faxed or e-mailed proposals will not be accepted. Proposals will not be accepted at any other NYSERDA location other than the address above. If changes are made to this solicitation, notification will be posted on NYSERDA's web site at www.nyserda.ny.gov.

I. Introduction

The New York State Energy Plan, published in July 2015, sets forth carbon reduction targets of 40% by 2030 and 80% by 2050. Renewable heating and cooling (also referred to as "renewable thermal") is expected to play an important role in helping New York to achieve these targets.

NYSERDA is developing a comprehensive policy framework for renewable thermal technologies that enables the sector to contribute meaningfully to delivering New York State's energy and carbon targets, and that will support the creation of a viable long-term market for a range of renewable thermal technologies. The envisioned framework will build on and further develop existing NYSERDA biomass and solar thermal programs, develop new programs where gaps exist (such as with respect to heat pumps), and provide greater context of renewable thermal activities across the State.

Within this context, it is anticipated that the work to be undertaken under this solicitation will:

- (i) develop analytical tool(s) which will enable prioritization of various renewable thermal technologies and evaluation of renewable thermal policy options and program design,
- (ii) provide analysis and other assistance with regard to quantifying the full (potential) value of various renewable heating and cooling technologies, and
- (iii) help expand access to the financial markets and develop yet to be designed financing solutions for project developers and customers in the renewable heating and cooling sector.

The initial focus of the work is expected to be on heat pumps (ground, air and water), solid biomass (pellet and chip) and solar thermal; both onsite and through district heating and cooling. Other technologies, such as heat from biogas/ anaerobic digestion, biomethane injection, or other similar technologies may also be included in the analysis.

II. Program Requirements

A. Support Areas

Proposers are invited to submit, in the format described in Section III, a proposal describing their skills, expertise, qualifications, and personnel rates in any or all of the following areas:

- 1. <u>Economic and Technical Analytical Tools for Renewable Heating and Cooling Technologies:</u> This includes building and populating with data one or more computer-based tools (and/or adapting suitable available off-the-shelf tools) that provide functionality, such as:
- Collecting and organizing available technology cost, adoption potential (e.g. technical potential, annual installation potential, etc.) and similar data from data already available within NYSERDA (e.g. the Potential Study¹) and a wider literature review, in a consistent data format that allows the data to be segmented in a number of suitable reference installations.
- Functionality to deal with key investment return factors, including payback, internal rate of return or other return indicators, life-cycle cost-benefit analysis for each technology type and size, over time;
- Supply curve functionality to show "blocks" of available and/or constrained resource potential for each technology as well as the cost-effectiveness for each block, both now and at given points in time in the future;
- Learning curve functionality to show projected cost changes (learning rates) for each technology;
- Mapping and adoption modeling functionality to show available potential and expected uptake by geographical region and technology, under market competition with other energy resources and technologies, depending on a range of policy and other model inputs;
- Accounting functionality to show cost and budget implications (e.g. societal or ratepayer impact costs) of various policy and uptake scenarios.

NYSERDA will expect such tools to be designed in a user-friendly and accessible way to enable NYSERDA to use the completed tools without ongoing involvement from the contractor.

¹ Energy Efficiency and Renewable Energy Potential Study of New York State, Report number 14-19, NYSERDA, January 2015.

2. Analysis of Value Opportunities in the Renewable Heating and Cooling Sector: This includes identifying areas of potential value (and the costs and benefits thereof) for both participants in the market and society as a whole that renewable heating and cooling technologies can offer (e.g. energy bill savings; avoided natural gas grid investments; embodied energy and emissions; electricity grid load flattening benefits; health benefits; emissions reductions), quantifying the value, and providing advice on how such value could be made accessible to project investors ("monetized") through policy interventions, or otherwise.

3. Financing Solutions for the Renewable Heating and Cooling Sector:

Contractor tasks could include analysis of financing solutions (both existing and innovative); research into policy options to facilitate the availability of finance; building links with finance stakeholders; research into investor return requirements and risks affecting project returns within the renewable heating and cooling market, and developing financial investment models (or adapting existing financial models). Modeling capabilities could cover features such as Energy Savings Contracts, Deferred Payment Structures, Power Purchase contracts, loans, leases, PACE, Tax Equity, Debt Securitization, both as applied to single installation financing as well as portfolio or district structures (e.g. shared district ground source heat pump loop field). Modeling results could include cost analysis, greenhouse gas analysis, tax & incentive analysis, financial leverage, debt financing and traditional financial return analysis. Financial solution sensitivity and risk analysis should be available to test relationship between key variables, including scenario analysis and Monte Carlo stochastic optimization.

B. Funding and Schedule

Up to \$500,000 in total may be provided to support these activities over an initial term of two years for the services provided through one or more Task Order Agreements (see Attachment D) resulting from this RFP. The contract term shall be subject to extension or additional funds could be added at NYSERDA's discretion. Task Order Agreements will be negotiated soon after the notification of selection is delivered to successful proposers resulting from this RFP.

C. Services Requested

As a result of this RFP, NYSERDA expects to retain one or more qualified contractors to provide a variety of services in the areas outlined in Section II.A above of this RFP. The number and type of services requested from the selected contractors will depend on the nature and complexity of the project, the contractor's expertise, the volume and frequency of the services requested by NYSERDA, and performance.

Proposers are permitted, but not required, to team with partners (subcontractors) they consider would offer complementary expertise in the support areas identified in Section II.A above.

D. Task Order Agreements

NYSERDA will enter into a general Task Order Agreement with the contractor(s) selected for each Support Area, with the flexibility to request services for a variety of activities. A Task Order Agreement is used because no estimate can be made in advance as to the type, amount, and complexity of the work each contractor will be requested to perform. The Task Order Agreements will not guarantee any specific amount of work, but may contain a maximum dollar amount. The amount of work assigned to each contractor will depend on NYSERDA's needs, the particular expertise, the amount of work requested in the contractor's technical area, past performance, current workload, deadline requirements, and the ability of the contractor to provide high quality, cost-effective, and timely services. NYSERDA reserves the right to negotiate among finalists to ensure access to specific expertise. If multiple contractors are selected with overlapping areas of expertise, NYSERDA may also ask selected contractors for proposals and bids on specific assignments.

E. Task Work Order Requests and Plans

Projects will be assigned through a written Task Work Order Request and initiated through a Task Work Order Plan, which will become a binding agreement for all parties. NYSERDA Project Managers will pursue either of the following options: 1 - issue a Task Work Order Request to the highest ranked consultant under a specified Support Area, or; 2 - issue a mini-bid request to all consultants retained under a specified Support Area. Under Option 1, if the response from the top ranked consultant is considered satisfactory, a written Task Work Order Plan will be completed. If considered unsatisfactory, NYSERDA retains the option of reissuing the Task Work Order Request as a mini-bid, as described in Option 2. For Option 2, NYSERDA will issue the mini-bid

request to the consultants in question. Under both a request to the top ranked consultant and in the mini-bid process, respondents shall provide a detailed response to the request, including staffing, hours, budget, and scope of work.

Once a contractor has been selected for a project as per the above process, a Task Work Order Plan will be prepared by the contractor in cooperation with NYSERDA. Task Work Order Plans shall include:

- The goals and objectives of the project;
- The approach that will be taken outlined by tasks;
- · Any relevant background information;
- · Defined deliverables;
- The project time frame;
- The names and titles of individuals to work on the project;
- The total not-to-exceed cost of the project, including a breakout by task and by title, hourly rate, hours, and non-labor costs; and
- The identification of measures and ability to track project success.

The details of any Task Work Order Plan will be consistent with the level of complexity of the proposed project or activity. Hourly rates shall be those in the general Task Order Agreement. The Task Work Order Plan for projects is expected to be 1-5 pages depending on the complexity of each project. NYSERDA must review and approve all Task Work Order Plans before projects are implemented.

F. Contractor Responsibilities

If and when selected for a project, the selected contractor shall be required to:

- Prepare a Task Work Order Plan, with budget, for each project for review and approval by NYSERDA, as discussed under E above.
- Negotiate the scope and cost of the technical assistance with NYSERDA;
- Upon agreement by all parties to the Task Work Order Plan, provide the required assistance within the required time frame;
- Submit any deliverables to NYSERDA for review and approval; NYSERDA's review will ensure that the deliverable conforms to the Task Work Order and;
- Provide required documentation of expenditures by task, based on the Task Work Order Plan, when seeking reimbursement from NYSERDA.

G. Compensation

Compensation will be based on the contractor's direct and indirect personal services costs (included in the proposal) plus allowable expenses. Fees will be based on the contractor's hourly rates for the appropriate level of staff. NYSERDA will negotiate each task work order on the basis of demonstrated competence and qualifications, at fair and reasonable fees. Fee schedules shall be included in each proposal that identify rates for each member of the team by title. Proposers are asked to consider the length of the Agreement (two years) in proposing their fee schedules, which will be fixed for the duration of the two-year contract period. Should the Agreement be extended after the two-year contract period, rates may not escalate by more than 3% in each additional year.

Budgets for all work conducted will be set out in the contractor's response to a Task Work Order Request (as discussed in E above). The budget will be finalized and included in the Task Work Order Plan, and approved by NYSERDA. The Task Work Order Plan will also place a ceiling or not-to-exceed amount for each project. Contractors who accrue billable hours beyond the ceiling in the Task Work Order Plan, without approval in writing by NYSERDA, will do so at their own risk. Contractors will not be compensated for time spent in the preparation of any Task Work Order Plan. Preparation of the Task Work Order Plan is considered to be covered by the contractor's overhead expense.

III.Proposal Requirements

Proposers are invited to submit a proposal for one, all or any of the Support Areas.

A. Submittal

To be eligible for selection under this RFP, Proposers must submit a complete bid package and

agree to the terms and requirements of this RFP. Proposers must submit the completed proposal to the attention of Roseanne Viscusi in the form as set out on the front of this RFP. A completed and signed **Proposal Checklist** (Attachment A) must be provided as the front cover of a proposal, one of which must contain an original signature. Proposals must be received by NYSERDA on or before **Thursday**, **February 11**, **2016**. Late proposals and proposals lacking the appropriate completed and signed Proposal Checklist may be returned. Faxed or e-mailed copies will not be accepted.

B. Length

Proposals should not be excessively long or submitted in an elaborate format that includes expensive binders or graphics. Unnecessary attachments beyond those sufficient to present a complete, comprehensive, and effective response will not influence the evaluation of the proposal. Each page of the proposal should state the name of the proposer, RFP [3202], and the page number. Proposals may be either single- or double-sided, but a page is considered one side of an 8-1/2" x 11" piece of paper. The font size shall not be smaller than 11 point.

C. Ownership and Compensation

All responses submitted as part of this solicitation process become the property of NYSERDA. Proposers will not be reimbursed by NYSERDA for any costs associated with the preparation of their proposals.

D. Proposal Format

Each proposal shall contain, at a minimum, the following:

1. Cover Letter (1 page suggested)

Proposers shall submit a cover letter on company letterhead that:

- (a) references RFP [3202];
- (b) specifies each specific Support Area, by name and number, where services are being offered;
- (c) summarizes the proposer's ability to perform such services; and,
- (d) is signed by a person with authority to enter into a contract with NYSERDA.

Letters from subcontractors included in the proposal must be attached to the proposal and include the same information included in the proposer's cover letter.

2. Table of Contents (1 page)

Proposers should present a comprehensive table of contents that outlines the page number and section where each Support Area proposal can be found. Proposals will be evaluated independently for each Support Area. <u>Proposals must be organized providing a separate section for each Support Area where services are being offered, even if information is provided for another section/Support Area.</u>

Each Support Area being offered must include the items listed below, regardless of whether they have been presented in another section:

- (a) Overall experience and capabilities
- (b) Personnel Qualifications
- (c) Fee Schedule Contract Pricing Proposal Form (CPPF)

3. Overall Experience and Capabilities (2-3 pages)

For each proposed Support Area, proposers must describe their expertise and ability as a team/firm to deliver services in the proposed Support Area. This should include the aggregate number of years working in this area and a brief summary of at least one and no more than three similar projects. The project descriptions should specify the level of involvement of the proposing firm and subcontractors and the results/deliverables of the project. For at least one of the projects mentioned, proposers must include customer contact names and phone numbers.

The description of experience and capabilities should include demonstration of the following skills and expertise, either in-house or through sub-contractors:

With regard to support areas 1 and 2:

• Both engineering/technical and research expertise, preferably specifically with the renewable heating and cooling market, to be able to source, critically interpret, analyze and process renewable heating and cooling technology data across the range of renewable heating and

cooling technologies (both onsite and district heating).

With regard to support area 1:

• Supply curve, uptake and similar modeling expertise and experience in the field of renewable energy, preferably renewable heating and cooling.

With regard to support area 2:

• Policy analysis experience including quantitative/ economic analysis, preferably in the area of analyzing the value of renewable energy technologies.

With regard to support area 3:

- Investment/ finance knowledge or experience, preferably on renewable energy
- Established network of contacts in the renewable energy funder/ investor sector.

4. Personnel and Qualifications (1-2 pages, plus one-page résumés)

For each proposed Support Area, proposers must identify and describe the company or organization that will be the prime contractor under this RFP and describe any personnel, teams, and subcontractors. Describe past relationships with team members and subcontractors. Include an organizational chart, if necessary. Describe the accomplishments, experiences, and expertise of the individuals comprising the proposing team relevant to this RFP. Proposers must identify the project manager who will serve as the single point of contact as well as all personnel that may be involved with providing services under this RFP. In this section include one-page résumés that highlight recent experiences of all individuals who will be directly involved in providing services.

5. Fee Schedule

Proposers must include a fee schedule for the services proposed under this RFP. Fee schedules for proposers and all subcontractors shall include: direct labor costs presented by job title, and a range for each job title's hourly rate; travel and per diem costs; overhead rates (basis rate and items included in overhead rate); general and administrative costs and basis for application; and other costs. If a proposer is not located in New York State, describe how travel costs will be minimized.

Indirect Cost

Attach supporting documentation to support indirect cost (overhead) rate(s) included in your proposal as follows:

- 1. Describe the basis for the rates proposed (i.e., based on prior period actual results; based on projections; based on federal government or other independently-approved rates).
- 2. If rate(s) is approved by an independent organization, such as the federal government, provide a copy of such approval.
- 3. If rate(s) is based on estimated costs or prior period actual results, include calculations to support proposed rate(s). Calculation should provide enough information for NYSERDA to evaluate and confirm that the rate(s) are consistent with generally accepted accounting principles for indirect costs.

NYSERDA reserves the right to audit any indirect rate presented in the proposal and to make adjustment for such difference. Requests for financial statements or other needed financial information may be made if deemed necessary.

IV. Proposal Evaluation

Proposals that meet Proposal requirements will be reviewed by a Technical Evaluation Panel (TEP) consisting of NYSERDA staff and selected outside reviewers. Responses to this RFP will be reviewed, assigned scores and selected for the award of Task Order Agreements based on the criteria highlighted below. Weighting of scores will be determined at NYSERDA's discretion, but will be applied evenly to all proposals.

• Experience, ability and qualifications to perform services in one or more of the areas targeted in this RFP. Based on the responses provided in the proposal to sections III.D.3 and 4 above, this will be assessed on the basis of:

- Qualifications and expertise of the personnel/team
- Previous experience in the conduct and delivery of similar or related services.
- Demonstration of the specific skills and experience mentioned in section III.D.3 for each Support Area
- Quality and relevance of previous work as evidenced by sample projects
- The ability to complete tasks on schedule. Based on the responses provided in the proposal to sections III.D.3 and 4 above, this will be assessed on the basis of:
 - Adequacy/depth of corporate resources to provide requested services
 - o Demonstrated ability to complete projects on schedule.
 - Clear identification of staff that will be assigned to various project types.
- Cost.
 - Reasonableness of labor rates, associated fees, and overhead.
- Other programmatic and management factors deemed appropriate by NYSERDA.

Further, as part of the evaluation process, proposers may be required to have appropriate representatives attend an interview in Albany and/or New York City, NY prior to final selection.

The number of proposers selected for contracting will be determined by the number of firms required to efficiently and effectively provide comprehensive services under this program. This number cannot be determined until all proposals are received and reviewed.

<u>Conflicts:</u> The firm, its principals, subcontractors, and any personnel of the firm must be free from any financial or similar interest in any product or service which may conflict with or appear to conflict with the objectivity of the services provided to NYSERDA. Please describe all of your product, manufacturer or service-related affiliations. If any affiliations exist, you must provide a statement verifying these affiliations do not conflict with or appear to conflict with the objectivity of providing services to NYSERDA and its customers. Non-disclosure of any affiliation can result in the termination of a contract, if awarded.

V. GENERAL CONDITIONS

Proprietary Information - Careful consideration should be given before confidential information is submitted to NYSERDA as part of your proposal. Review should include whether it is critical for evaluating a proposal, and whether general, non-confidential information, may be adequate for review purposes. The NYS Freedom of Information Law, Public Officers law, Article 6, provides for public access to information NYSERDA possesses. Public Officers Law, Section 87(2)(d) provides for exceptions to disclosure for records or portions thereof that "are trade secrets or are submitted to an agency by a commercial enterprise or derived from information obtained from a commercial enterprise and which if disclosed would cause substantial injury to the competitive position of the subject enterprise." Information submitted to NYSERDA that the proposer wishes to have treated as proprietary, and confidential trade secret information, should be identified and labeled "Confidential" or "Proprietary" on each page at the time of disclosure. This information should include a written request to except it from disclosure, including a written statement of the reasons why the information should be excepted. See Public Officers Law, Section 89(5) and the procedures set forth in 21 NYCRR Part 501 http://www.nyserda.ny.gov/About/-/media/Files/About/Contact/NYSERDA-Regulations.ashx. However, NYSERDA cannot guarantee the confidentiality of any information submitted.

Omnibus Procurement Act of 1992 - It is the policy of New York State to maximize opportunities for the participation of New York State business enterprises, including minority- and women-owned business enterprises, as bidders, subcontractors, and suppliers on its procurement Agreements.

Information on the availability of New York subcontractors and suppliers is available from:

Empire State Development Division For Small Business 625 Broadway Albany, NY 12207 A directory of certified minority- and women-owned business enterprises is available from:

Empire State Development Minority and Women's Business Development Division 625 Broadway Albany, NY 12207

State Finance Law sections 139-j and 139-k - NYSERDA is required to comply with State Finance Law sections 139-j and 139-k. These provisions contain procurement lobbying requirements which can be found at

http://www.ogs.ny.gov/aboutogs/regulations/advisoryCouncil/StatutoryReferences.html
The attached Proposal Checklist calls for a signature certifying that the proposer will comply with State Finance Law sections 139-j and 139-k and the Disclosure of Prior Findings of Non-responsibility form includes a disclosure statement regarding whether the proposer has been found non-responsible under section 139-j of the State Finance Law within the previous four years.

Tax Law Section 5-a - NYSERDA is required to comply with the provisions of Tax Law Section 5-a, which requires a prospective contractor, prior to entering an agreement with NYSERDA having a value in excess of \$100,000, to certify to the Department of Taxation and Finance (the "Department") whether the contractor, its affiliates, its subcontractors and the affiliates of its subcontractors have registered with the Department to collect New York State and local sales and compensating use taxes. The Department has created a form to allow a prospective contractor to readily make such certification. See, ST-220-TD (available at http://www.tax.ny.gov/pdf/current_forms/st/st220td_fill_in.pdf).

Prior to contracting with NYSERDA, the prospective contractor must also certify to NYSERDA whether it has filed such certification with the Department. The Department has created a second form that must be completed by a prospective contractor prior to contacting and filed with NYSERDA. See, ST-220-CA (available at

http://www.tax.ny.gov/pdf/current_forms/st/st220ca_fill_in.pdf
o. The Department has developed guidance for contractors which is available at http://www.tax.ny.gov/pdf/publications/sales/pub223.pdf.

Contract Award - NYSERDA anticipates making awarding contracts under this solicitation to multiple proposers. It may award a contract based on initial applications without discussion, or following limited discussion or negotiations pertaining to the Task Work Order Plan. Each offer should be submitted using the most favorable cost and technical terms. NYSERDA may request additional data or material to support applications. NYSERDA will use the Sample Agreement to contract successful proposals. NYSERDA reserves the right to limit any negotiations to exceptions to standard terms and conditions in the Sample Agreement to those specifically identified in the submitted proposal (see Proposal Checklist). Proposers should keep in mind that acceptance of all standard terms and conditions will generally result in a more expedited contracting process. NYSERDA expects to notify proposers in approximately three weeks from the closing deadline set out on the front page of this document whether a proposal has been selected to receive an award. NYSERDA may decline to contract with awardees that are delinquent with respect to any obligation under any previous or active NYSERDA agreement.

Limitation - This solicitation does not commit NYSERDA to award a contract, pay any costs incurred in preparing a proposal, or to procure or contract for services or supplies. NYSERDA reserves the right to accept or reject any or all proposals received, to negotiate with all qualified sources, or to cancel in part or in its entirety the solicitation when it is in NYSERDA's best interest. NYSERDA reserves the right to reject proposals based on the nature and number of any exceptions taken to the standard terms and conditions of the Sample Agreement.

Disclosure Requirement - The proposer shall disclose any indictment for any alleged felony, or any conviction for a felony within the past five years, under the laws of the United States or any state or territory of the United States, and shall describe circumstances for each. When a proposer is an association, partnership, corporation, or other organization, this disclosure requirement includes the organization and its officers, partners, and directors or members of any similarly governing body. If an indictment or conviction should come to the attention of NYSERDA after the award of a contract, NYSERDA may exercise its stop-work right pending

further investigation, or terminate the agreement; the contractor may be subject to penalties for violation of any law which may apply in the particular circumstances. Proposers must also disclose if they have ever been debarred or suspended by any agency of the U.S. Government or the New York State Department of Labor.

VI. Attachments:

Attachment A: Proposal Checklist

Attachment B: Disclosure of Prior Findings of Non-responsibility

Attachment C: Project Personnel and Rates
Attachment D: Sample Task Order Agreement

Attachment E: Instructions for Electronic Submission
