

Association to Preserve Cape Cod Inc. Request for Proposals

Solicitation #: RFP-26-ERP-002

APCC
6/29/2026

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CHASE GARDEN CREEK RESTORATION PROJECT

1 INTRODUCTION

1.1 OVERVIEW

The Association to Preserve Cape Cod Inc. (APCC) is soliciting proposals for the baseline assessment, preliminary design, permitting, final design and construction oversight of a marsh platform restoration plan at Chase Garden Creek Marsh (Yarmouth/Dennis, MA) to address current and future subsidence and enhance ecosystem resiliency to sea level rise. The scope of work includes baseline data collection; design development; completion of permitting in accordance with all local, state, and federal requirements; revision of final design and development of bid support documents; and provision of oversight for construction and implementation. Please refer to Section 1.5 - Project Scope of Work - for the detailed service requirements to be included under this solicitation.

1.2 ABOUT APCC

APCC is one of the region's leading 501(c)(3) nonprofit environmental organizations, working for the adoption of laws, policies and programs that protect and enhance Cape Cod's natural resources and quality of life. Since 1968, APCC has been Cape Cod's voice for the environment. Our efforts have led to landmark achievements in water resource protection, land preservation and smart growth, earning APCC the reputation as Cape Cod's most prominent and influential environmental advocacy group.

1.3 DESCRIPTION

APCC seeks an experienced and qualified consultant(s) and/or firm(s) ("Consultant") to: assess existing conditions, design a plan, complete permitting, and support implementation to restore natural processes and resiliency across approximately 350 acres of the Chase Garden Creek salt marsh. Tasks include baseline data collection of hydrology, elevation, and vegetation; mapping existing ditches and embankments as well as the locations of proposed restoration actions and the techniques to be implemented at each location; engineer drawings of the restoration design; design specifications; opinions of probable construction cost; completion and submission of all necessary permitting applications and associated documentation; attendance at permitting hearings, site visits, and team meetings; community outreach presentations; construction bid documents; and regular site visits, oversight of implementation, and reporting to ensure compliance during the construction phase.

The Chase Garden Creek project site (41°43'41.35"N, 70°13'29.47"W) contains roughly 1,500-acre salt marsh habitat that extends into the towns of Dennis and Yarmouth on the north side of Cape Cod, Massachusetts (Appendix A - Figure 1). The headwaters of the creek and marsh begin in Dennis extending under and upstream of New Boston Road, and in Yarmouth near Tom Mathew's Pond. Field visits and aerial imagery indicate the presence of agricultural/mosquito control ditches throughout the marsh as well as manmade embankments or berms (remnants of past farming practices) and historic road crossings (Appendix A – Figures 1 and 2).

Site assessment monitoring conducted in 2023 through 2025 was designed to compare three geomorphologically distinct sections within the project site to identify the most degraded or vulnerable areas of salt marsh related to sea level rise. Results from a landscape-scale assessment of long-term marsh stability (Unvegetated to Vegetated Ratio, UVVR) identified the areas of the salt marsh system that are most degraded and thus least resilient to sea level rise and most likely to disappear in the near future. Results from field data collection in 2024 and 2025 led APCC to eliminate tidal range, salinity, and sediment supply from Cape Cod Bay from the list of possible factors contributing to the degradation observed at the project site.

The conditions or stressors that more likely explain the variations in habitat quality include the high density of manmade ditches. Deep ditches that are spaced close together can lower groundwater depth in the salt marsh during low tides which results in increased decomposition rates and subsidence in marsh elevation. At Chase Garden Creek, elevation data collected in 2024 indicate that the more exposed and heavily ditched areas, like Section C, are much lower in elevation than those areas with fewer ditches (Appendix A – Figure 3). The creek banks of Section C are eroding at a faster pace, and the marsh platform is predominately composed of short-form *Spartina alterniflora* – symptoms of subsidence and degraded habitat.

To halt subsidence and improve stability, APCC seeks a restoration plan that will consider salt marsh restoration techniques to promote natural processes and slower decomposition rates through more effective drainage rates. APCC is interested in promoting more natural hydrological connectivity to improve sediment distribution across the marsh and adequate flooding regimes for salt marsh plants. This approach is sometimes referred to as single channel hydrology, whereby three strategies are typically involved to encourage tidal hydrology that will sustain marsh growth with future sea level rise: ditch remediation, runnels, and microtopography mounds, also known as “Trio” restoration. The project team is also open to incorporating other restoration techniques that may be deemed necessary as the project develops.

The restoration focus area includes three public land parcels (Appendix A - Figure 4): 205 acres in the Black Flats Conservation Area, owned by the Dennis Conservation Land Trust (DCLT); 92 acres in the Town of Yarmouth Conservation Area, owned by Yarmouth Conservation Commission; and 56 acres in the Chase Garden Creek Wildlife Management Area owned by the MA Department of Fish and Game (DFG). Because these parcels are already designated as conservation areas, the land will be protected in perpetuity to sustain the target aquatic resources over time. All property owners have provided written support in the development of this restoration plan.

1.4 PROJECT MANAGEMENT

APCC will manage this project as part of its Ecosystem Restoration Program, established to assist towns and communities with prioritization, planning, implementation, and management of restoration projects. The APCC Ecosystem Restoration Program will be the project lead managing the budget, timeline, contracts, and reports while coordinating work and communication between the Consultant and partners for all phases.

The Consultant will be hired by and report directly to APCC. APCC will oversee all work, coordinate review of deliverables with project partners, and supervise communication with project abutters/property owners.

APCC will collaborate with several project partners to inform the design, permitting, and implementation process, including the towns of Yarmouth and Dennis, the Dennis Conservation Land Trust (DCLT), the

Massachusetts Department of Fish and Game (DFG) Division of Fisheries and Wildlife (MassWildlife), DFG Division of Marine Fisheries (DMF), and Massachusetts Audubon Society (Mass Audubon). The Project Team referenced throughout the document refers to the partners most directly involved in the project operations: APCC, town staff (Yarmouth and Dennis), DCLT, MassWildlife, DMF, Mass Audubon, and any future funding sources.

Additional stakeholders, including the MA Office of Coastal Zone Management, the Cape Cod Commission, the DFG Division of Ecological Restoration (DER), the Cape Cod Conservation District, the Aquacultural Research Corporation (ARC) and the Lavori Sterling Foundation, will be kept abreast of project milestones and invited to public engagement events.

1.5 PROJECT SCOPE OF WORK

The goal of the first phase of the project is to design and permit a restoration plan that will correct current and future subsidence trajectories and enhance ecosystem resilience against future sea level rise at Chase Garden Creek Salt Marsh. A comprehensive restoration plan will restore effective tidal hydrology in the most vulnerable areas of the marsh while complying with the Massachusetts Wetlands Protection Act and towns of Yarmouth and Dennis local bylaws. The restoration design should be developed based on new data collected by the Consultant as well as data collected by APCC and partners, likelihood of restoration success, best available marsh restoration science and practices, and other relevant environmental conditions and permitting considerations.

The second phase of the project will entail development of final designs, completion of bid documents, review and selection of a construction contractor, and oversight of the project's implementation. Since the scope and scale for Phase 2 tasks is less defined, APCC is seeking estimated labor hour rates as part of the proposal, but a full project budget and timeline for Phase 2 is not needed.

Throughout both phases of the project, APCC expects monthly meetings with the relevant Consultant staff and project team members to discuss progress towards each task and deliverable.

APCC prefers deliverables that can be shared with a broad audience as the project team will be composed of stakeholders with a variety of scientific backgrounds. Additionally, APCC is committed to sharing updates with the surrounding community via a project website and public meetings, so materials should be able to stand alone and translate readily to diverse audiences.

Phase 1: Assessment, Design, & Permitting

Phase 1 - Task 1: Project Kick Off, Site Visit, and Existing Materials Review (September 2026)

The Consultant will attend a virtual kickoff meeting hosted by APCC with project partners to review the scope of work and discuss the timeline and any additional data or informational needs. Following the kickoff meeting, APCC will provide the Consultant with background reports, maps, monitoring data, and summary analysis as referenced in this RFP for Consultant review. After the initial kickoff meeting, APCC anticipates two days of site visits to review the areas of concern. These meetings will serve to inform additional data collection needs and restoration design detailed in Task 2, identify roles and responsibilities of everyone on the project team, and address any anticipated challenges or setbacks that may occur during the design, permitting, and implementation process.

Deliverables: Attendance of virtual kick-off meetings and in-person site visits; notes from the

meetings including any additional requests for data or information and identification of next steps. Revised scope and timeline as appropriate.

Phase 1 - Task 2: Land-use Inventory & Mapping (October - December 2026)

The Consultant will conduct an initial GIS-based desktop assessment to identify historic land use impacts within the project area. In addition to the land use impacts, the dominant vegetation communities, endangered species records, and property boundaries need to be mapped to guide future stages of restoration design. The mapping effort should include the following (at minimum) to inform the preliminary design:

- Review of current and historic aerial imagery to identify and delineate anthropogenic impacts including pre-existing ditches (which may have developed into subterranean ditch voids), existing ditches, embankments, and any other significant features (e.g., cranberry bogs).
- Delineate existing dominant plant communities including brackish species, *Phragmites*, unvegetated pools, *Spartina alterniflora*, and high marsh graminoids to the extent feasible.
- Review and overlay geographic information related to MassWildlife Natural Heritage & Endangered Species Program and National Heritage Endangered Species Program.
- Property parcel boundaries (private and public lands).

Deliverables: Map products (pdf or jpegs); GIS layers (shapefile preferred) of feature boundaries/delineations. Monthly remote meetings to share progress.

Phase 1 – Task 3: Preliminary Designs (December 2026 – March 2027)

Based on information collected in Phase 1 – Task 2, the Consultant will develop a preliminary restoration design. The design should address findings from the site visits, background materials, and desktop investigation. The plan should be provided as a written report including a summary of data collected in Tasks 1 and 2, a final map (pdf and shared as GIS layers) including proposed restoration treatment areas and methods (e.g., runnels and ditch remediation), justification for proposed restoration actions, and a narrative of expected outcomes. The Consultant will present the preliminary restoration design to APCC and partners on a virtual planning call. Comments from this review should be incorporated into field data collection and the development of permit-ready designs, in Tasks 4 and 5.

Deliverables: Consultant’s preliminary restoration report (pdf); proposed treatment map and layers (jpeg and GIS shapefile) and presentation slides (ppt or pdf) provided at a virtual meeting with project partners. Monthly virtual meetings to share progress towards preliminary design goals.

Phase 1 – Task 4: Field Verification and Data Collection (April – June 2027)

In accordance with MA Department of Environmental Protection (DEP) “Trio” Guidance (dated on or after June 2024) and general practice, the following features must be verified or obtained in the field.

- Ground-truth dominant plant communities from Task 2.
- Ground-truth subterranean ditch voids to the extent feasible.
- Conduct high-accuracy elevation survey, collected via drone or on-the-ground survey, of select project areas (including but not limited to cross-sections of areas proposed for ditch remediation and runnels).
 - Develop sub-basin reach (or drainage area) delineations for proposed runnels and ditch remediation locations. USGS marsh units may be included but must be verified for accuracy in the field through observations and/or technical survey.

Deliverables: Groundtruthed (revised) plant community boundary layer (GIS shapefile); verified (revised) subterranean ditch void layer (GIS shapefile); elevation survey results (raw data spreadsheet and mapped elevations); sub-basin reach layer (GIS shapefile)

Phase 1 - Task 5: Permit-Ready Restoration Design Package (May – September 2027)

The Consultant will advance the preliminary designs to permit-ready restoration design using information gained in Task 4 and in accordance with the Massachusetts Wetlands Protection Act, Massachusetts Environmental Protection Act and Massachusetts Office of Coastal Zone Management requirements, towns of Dennis and Yarmouth local bylaws, and discussions from review of preliminary designs by APCC and partners. Permit-ready designs should include (at minimum) the following:

- General project description describing the project site, restoration goals, proposed restoration actions, resources areas, and anticipated outcomes.
- Project Plan Set must include:
 - Map of project area depicting activities and project phasing (if applicable)
 - Existing and proposed elevation data
 - Sub-basin reach (i.e., drainage area) delineations
 - Dimensions and categorization of proposed work (e.g., runnel depth and width, ditch remediation location and length, etc.)
 - Mapped locations of embankments, subterranean ditch voids, MNHESP habitat, property boundaries
 - Temporary impacts related to staging, mowing, etc.
- Baseline conditions data collection plan including surface and groundwater hydrology, marsh surface elevation, vegetation assessment, and treatments to be monitored (e.g., runnel, ditch remediation, mound, berm removal, etc.).
- Construction and post-construction monitoring plans including assignment of an Environmental Monitor (EM), construction schedule and EM oversight schedule, description of visual and photographic inspection, and a plan for assessing performance objectives.
- Alternatives analysis including at least one feasible alternative that is allowed under current zoning and the reasons why this alternative was not selected.
- Corrective action plan that identifies thresholds for restoration success, monitoring criteria, and proposed corrective actions required for each restoration action.

The restoration design should be developed using the best available science and informed by pre-restoration site investigations and monitoring conducted by the Consultant, APCC, and partners. Questions about site conditions, town bylaws and permitting should be reviewed with APCC and the towns before distributing a draft restoration design. The draft restoration design will be presented to APCC and partners at a virtual meeting with time for questions. Feedback from this meeting should be incorporated into the permit-ready design before submitting with permit applications, Task 6.

Deliverables: Consultant's written draft restoration design package (pdf with updated GIS layer files) and presentation slides (pdf or ppt) provided at a virtual meeting ; Consultant's finalized permit-ready design package with agreed upon changes), Design Specifications, and Opinion of Probable Construction Cost. Monthly meetings to share progress towards permit-ready designs.

Phase 1 - Task 6: Permitting with Local Conservation Commission and State and Federal Agencies (October 2027 – February 2029)

APCC anticipates permitting filed under an Ecological Restoration Limited Project and review requirements in the form of the following:

- Filing of an Environmental Notification Form (ENF) under the Massachusetts Environmental Protection Act (MEPA) followed by additional requirements if deemed necessary after MEPA review
- MESA review by the Massachusetts Division of Fisheries and Wildlife NHESP (Appendix A – Figure 5)
- 401 Water Quality Certificate (WQC)
- Filing of an Ecological Restoration Limited Project Notice of Intent (NOI) under the Massachusetts Wetlands Protection Act with the towns of Dennis and Yarmouth
- Separate Chapter 91 Waterways Licenses and/or Permits for each community
- Section 404 USACE Pre-Construction Notification
- Massachusetts Office of Coastal Zone Management Consistency Review
- Massachusetts Division of Marine Fisheries review

The Consultant will prepare pre-application consultation meetings as necessary as well as the MEPA filing requirements, MESA, WQC, NOI Chapter 91 plans, and other associated documentation and materials to submit to the appropriate agencies on behalf of APCC. Following completion of Task 3, APCC and the Consultant will meet virtually to review requirements, tasks, and timelines for permitting. The Consultant will coordinate with APCC to request and receive permission from relevant landowners for completion of the proposed restoration action and monitoring. APCC will coordinate and manage mailing and communication with landowners for permissions.

The Consultant will provide draft permitting materials and presentations to APCC and relevant partners prior to submission to permitting agencies. Final materials will be submitted to the regulatory agencies by the Consultant, including any additional notifications required for property owners or abutters. The Consultant will attend and present at up to two Conservation Commission hearings and attend a site visit as required. APCC will attend the hearing(s) and provide a brief introduction to the presentation(s) and be available to respond to questions as appropriate. The Consultant will coordinate with the Commission to receive, distribute, and record as appropriate the final Order of Conditions and any other relevant documents (e.g. Chapter 91 License) with the Registry of Deeds.

Deliverables: Participation in and notes from a virtual meeting to plan and coordinate on permitting; Review and comment on letter to be drafted and mailed by APCC requesting permission from landowners (as needed); Final signed and approved permission from landowners provided by APCC based on forms and documentation required for permitting provided by Consultant; Draft permit documents submitted to APCC and partners for review; Final permit documents submitted to the permitting agencies; Attendance of up to two Conservation Commission hearings and one site visit as required with anticipated final Order of Conditions; Final permit documents submitted to reviewing state and federal agencies MEPA/EEA, CZM, DEP, USACE, and NHESP, etc.

Phase 2: Implementation & Outreach

Include hourly labor rates for all relevant staff (including but not limited to project manager, engineer, permitting specialist, and surveyors) for Phase 2 tasks in RFP response.

Phase 2 – Task 1: Finalize Restoration Designs (November 2028 – February 2029)

As permits are reviewed, the Consultant will make requested modifications to the restoration design, corrective actions, and permit applications as needed. Once all applications have been reviewed and approved, the final adjustments to the restoration designs must be completed soon after to include in the bid documentation under Phase 2 – Task 2.

Deliverables: Final Restoration Design Package (pdf and GIS layers), Design Specifications, Opinion of Probable Construction Cost

Phase 2 – Task 2: Develop Bid Documents & Review Bids (January 2029 - March 2029)

The Consultant will develop bid documents to be posted for the construction contractor selection process. These bid documents will include finalized restoration designs, erosion control considerations, time of year restrictions and other regulatory requirements, project scope and timeline, etc. The Consultant will attend an onsite pre-bid meeting. The Consultant will also assist with review of the proposals and meet with APCC and other project partners to discuss the final selection. APCC will assist with distribution of bid requests.

Deliverables: Bid Documents, onsite pre-bid meeting, review bid evaluations, and meeting (can be remote) to determine final selection.

Phase 2 – Task 3: Construction Oversight (Summer 2029 – Winter 2032)

The Consultant will oversee active construction throughout the implementation phase. APCC will perform data collection for the post-restoration salt marsh monitoring as described in the permitting package. In accordance with DEP requirements, personnel assigned to this Environmental Monitoring role should have at least five years of experience in marsh ecology and should not be directly involved with implementation activities. As part of the construction oversight role, the Consultant will provide regular onsite visits to ensure compliance with the restoration design and address any issues that arise. The Consultant will provide weekly reports to APCC and regulatory agencies including photos during active construction periods. Reporting templates for construction monitoring will need to be reviewed and approved by regulatory agencies prior to the start of construction.

Deliverables: Reports from construction oversight and adaptive management/monitoring period in compliance with regulatory requirements and guidance; monthly meetings (can be remote) to discuss progress with project partners during active construction.

Phase 2 – Task 4: Compliance Report and Permit Closeout (2032-2033)

The Consultant will manage all necessary compliance reports to regulatory agencies including the closeout of permits including the Order of Conditions received from the town Conservation Commissions. Any monitoring data required for these reports will be provided by APCC.

Deliverables: Submittal of compliance reports to corresponding regulatory agencies and closeout of permits including but not limited to the Order of Conditions.

Phase 2 - Task 5: Annual Presentation at Public Outreach Meetings (summers 2027-2033)

APCC will organize annual public meetings to review restoration design plans (2027), permitting progress (2028), implementation (2029-2031) and salt marsh responses (2032-2033). Meetings will be provided with in-person and remote attendance options. The Consultant will present updates regarding the project to the stakeholders and members of the surrounding community that attend these events. The project team will gather input and questions from the community to address throughout the project phases.

Deliverables: Participation in the public meeting and team planning, PowerPoint presentation and related outreach materials/visuals.

1.6 ANTICIPATED PERIOD OF PROJECT: September 1, 2026 – Fall/Winter 2033

1.7 AMOUNT NOT TO EXCEED: \$150,000 (Phase 1)

Phase 1: \$150,000

Phase 2: TBD

1.8 DESIGNATED CONTACT

The primary contact for this procurement is:

Kathleen Fahle, Finance and Operations Director
Association to Preserve Cape Cod
Dennis, MA. 02638
Voice: 1-508-619-3185, Ext. 316
Email: procurement@apcc.org

1.9 MINIMUM BIDDER QUALIFICATIONS

Proposers are advised that APCC's intent is to ensure that only responsive, responsible, qualified and reliable Consultants enter into a contract to perform the work as defined in this document. APCC considers the following qualifications to be a pre-requisite to be considered as qualified bidder for purposes of the solicitation:

- a. Proposer must be a company that specializes in ecosystem restoration and/or landscape ecology; wetland vegetation planting and monitoring; coastal and/or wetland landscape design or construction; wetland permitting and compliance.
- b. Proposer must have a minimum of five (5) years' relevant experience.
- c. Proposer must have verifiable work experience including three (3) projects within the previous ten years whereby the Proposer was the Lead Contractor for the project.
- d. Proposer must hold and maintain all applicable licenses and registrations as may be required by the Commonwealth of Massachusetts.
- e. The proposer has never been debarred or suspended from working on federal contracts.

1.10 KEY DATES

The table below outlines the tentative schedule for important action dates and times (all times shown as Eastern Daylight Savings, EDT).

Action	Date
APCC issues Request for Proposal (RFP)	Monday, June 29 th , 2026
Mandatory Intent to Submit a Proposal Deadline*	Friday, July 10 th , 2026 at 4:00pm
Virtual Pre-Bid Meeting	Wednesday, July 15 th , 2026 at 10:00am
Deadline to Submit Questions	Wednesday, July 16 th , 2026 at 10:00am
APCC Issues a Response to Written Questions	Wednesday, July 22 nd , 2026 by 4:00pm
Bid Due Date to APCC	Monday, August 3 rd , 2026 by 4:00pm
Contract Start Date	September 1, 2026

* APCC will send a pre-bid meeting link to all who meet this deadline.

1.11 MANDATORY INTENT TO SUBMIT A PROPOSAL & PRE-BID MEETING

Vendors who wish to submit a proposal must register their Intent to Submit a Proposal by sending written notice to procurement@apcc.org. Vendors shall include their company name, address, phone, contact name, title, and email address.

Only vendors who have submitted the mandatory Intent to Submit a Proposal will be 1) sent a pre-bid meeting link, 2) receive responses to questions, 3) allowed to submit proposals, and 4) receive any other updates.

Please note, by submitting the Intent to Submit a Proposal, the Consultant is not obligated to submit a proposal.

2 INSTRUCTIONS TO BIDDERS

2.1 CONE OF SILENCE:

A Cone of Silence is in effect. Communication is prohibited between prospective bidders and members of APCC staff. The cone is lifted when the RFP evaluation team makes its award recommendation. The cone of silence does not apply to written questions submitted before the deadline stated above, oral communications at pre-bid conferences, oral presentations before selection committees, or contract negotiations.

2.2 RFP QUESTIONS AND CLARIFICATIONS (*QUESTION DEADLINE: July 16th, 2026 10am*)

Questions and requests for clarification regarding the RFP shall only be directed to:

Kathleen Fahle, Finance and Operations Director
Association to Preserve Cape Cod
Dennis, MA. 02638
Voice: 1-508-619-3185, Ext. 316
Email: procurement@apcc.org

Questions and requests for clarification are only accepted via e-mail or in writing. Official answers to questions will be provided to all registered proposers via addendum.

Deadline for submission of questions will be as stated in Section 1.10 - Key Dates.

2.3 INSTRUCTIONS FOR BID SUBMISSION

For APCC to evaluate proposals fairly and completely, proposers must follow the format set forth herein and must provide all the information requested. All items identified in the following list must be addressed as concisely as possible for a proposal to be considered complete. Failure to conform to the stated requirements may necessitate rejection of the proposal.

Only those Proposers who furnish all required information and meet the mandatory requirements will be considered.

Submit all required bid documents including signed bid addenda, if any, to:

Kathleen Fahle, Finance and Operations Director
Association to Preserve Cape Cod
Dennis, MA. 02638
Voice: 1-508-619-3185, Ext. 316
Email: procurement@apcc.org

Bids must be received electronically at the email address listed above on or before 4:00 PM (Eastern Daylight Savings Time, EDT) on the date indicated in Section 1.10 - Key Dates. Proposers assume all risks for timely, properly submitted deliveries. The received time of bids will be determined by the clock at the above noted location.

2.4 COSTS INCURRED

APCC will not be liable for any cost incurred by the bidder for work performed in the preparation and production of a bid or for any work performed prior to the formal execution and approval of a contract proposal format and content.

2.5 FORMAT OF PROPOSAL

Proposals shall be formatted in the following manner following the Proposal Template provided in Appendix B:

- a) Proposals are limited to 20 pages total, excluding the Proposal Cover and including the cover letter, proposal narrative, litigation, statement of qualifications, relevant experience, references, project approach & methodology, project timeline, budget, and references.
- b) Additional tables, figures, charts, graphics maps may be submitted as an addendum to the proposal and shall not be counted as part of the page limitation.
- c) Other requested items including resumes, licenses, certifications, and required forms will be considered outside the page limit.
- d) All Proposals must be submitted in electronic format.
- e) Proposals must use a minimum 11-point font and 1" margins. Minimum font size does not apply to photo captions, or the contents contained within tables, charts, maps and graphics.

2.6 ORDER OF PROPOSAL

Proposal pages shall be organized in the following order of sections (items 2 – 10 are included in the 20-page limit). Additional details for each section are provided in Sections 2.6.1 through 2.6.13. Note: APCC reserves the right to request any additional information deemed necessary to ensure that the Proposer is able to fulfill the requirements of the contract.

1. Proposal Cover
2. Cover Letter signed by authorized representative
3. Litigation
4. Minimum Requirements
5. Statement Of Qualifications
6. Relevant Experience
7. References
8. Proposal Narrative
9. Project Timeline
10. Budget & Pricing
11. Resumes
12. Financial Statements
13. Required Forms - Signed Acknowledgement of Receipt of Addendums, Appendix C (if any)

2.6.1 PROPOSAL COVER

Proposal Cover is optional and not included in proposal page limit.

2.6.2 COVER LETTER

The cover letter must:

- a) Confirm that the Proposer understands all the terms and conditions contained in this RFP and will comply with all the provisions of this RFP.
- b) Confirm that should the contract be awarded to your company; you would be prepared to begin services upon APCC approval as indicated in Section 1.10 – Key Dates.
- c) Include the full contact information of the person(s) APCC shall contact regarding the Proposal and must also include the name(s) of principal(s) of the company responsible for this contract, their function, title and number of years of service with company.
- d) Be signed by an individual authorized to make contractual obligations on behalf of the proposer.
- e) State whether subcontractors will be used, and the name and address of each proposed subcontractor.
- f) Acknowledge that if they are awarded the contract as a Prime Contractor, APCC approval is required on all subcontractors before any contractual agreements are made.

2.6.3 LITIGATION

Proposals must provide a statement of whether your firm has been involved in any litigation related to contract disputes in the past 5 years and whether the applicant or any principal has been disbarred, suspended or otherwise excluded from the utilization of professional licensure or participation in federally or state funded assistance programs.

2.6.4 MINIMUM REQUIREMENTS

Proposers must submit information to confirm their ability to meet the minimum qualifications to provide the services requested in this RFP as set forth in Section 1.9 – Minimum Bidder Qualifications.

- 1) Related to company structure and duration, the Proposer must include:
 - a) A description of the company's focus areas.
 - b) The length of time the company has been in business.
 - c) The current business structure of the company: Corporation, LLC, Partnership, Sole Proprietor.
 - d) The length of time the company has been providing this service within its current business structure.
- 2) Proposers must provide a summary of verifiable work experience for at least three projects, occurring within the last ten years, where the Proposer was the Lead Contractor. These summaries must include:
 - a) The type of project
 - b) Prime Contractor / Subcontractor(s) on the project
 - c) Date and location of project
 - d) List of partnered client involvement (National/State/Local)
 - e) Scope of Work: Description of work performed
 - f) Dollar value of contract performed
- 3) The Proposer must acknowledge and include copies of all relevant licenses required by the Commonwealth of Massachusetts.
- 4) Written statement acknowledging that the Proposer has never been debarred or suspended from working on federal contracts.

2.6.5 STATEMENT OF QUALIFICATIONS

Proposers should describe the qualifications of their organization(s) and key staff including background and experience in providing engineering and consulting services in areas relevant to this RFP. Proposers shall include information to adequately demonstrate its ability to perform the Scope of Work contained in this RFP.

The Statement of Qualifications should clearly and succinctly demonstrate the proposer's qualifications and ability to perform the Scope of Work of this RFP including:

- a) Familiarity with wetland restoration planning, design and implementation including project management, field data collection, survey and monitoring work, implementation, permitting, and presentation.
- b) Experience with ditch remediation, runneling, and micro topographical mounds for salt marsh restoration, including design, implementation, and monitoring.
- c) The number of years of relevant company experience and resources to conduct the requested work.
- d) Experience and understanding of salt marsh health and monitoring, salt marsh vegetation, local permitting and Notice of Intent application materials, CAD & GIS design files, restoration planning, and implementation.
- e) The proposal must also provide qualifications for key staff and describe the proposed roles and allocation of their time.
- f) Provide details of special equipment, tools, or techniques the firm deploys.
- g) Describe any differentiators that set your firm apart from your competition.

2.6.6 RELEVANT EXPERIENCE

Provide a brief narrative description of at least three projects similar to the one described in this RFP and conducted within the last ten years. These projects can be the same or different from those described in the minimum requirements. The project details must include:

- a) Name & location of project
- b) Project description
- c) Dates of performance
- d) Project budget amount

2.6.7 REFERENCES

Proposals must include a list of no less than 3 client references for restoration projects that your firm has worked on in the past ten years, preferably those also included under Section 2.6.6 Relevant Experience. An example client reference table is supplied with the application template form. APCC will contact references provided to verify qualifications and determine overall satisfaction with the services provided and ability of the firm to complete projects on time and on budget. References must include:

- a) Client/agency contact person
- b) Contact name/title, current business e-mail, and telephone number
- c) Project Description including start and end dates of the project.

2.6.8 PROPOSAL NARRATIVE

Proposers should provide a written proposal of services based on the Scope of Work described in the RFP. This narrative should:

- a) Describe the services to be provided by task and subtask. Include additional details regarding methodology and approach. Include explanations of proposed revisions to scope with reasoning and clarification of how the Consultant proposes to complete each task or subtask.
- b) Include a timeline for completion of each task and deliverable, and who will contribute to completion of each task. Describe how the proposer(s) plan to meet this timeline for each task and subtask or provide justification if proposing revision to the timeline and due dates as currently stated. Variation from the proposed timeline by subtask is acceptable, however, all work for Phase 1 should be completed by fall 2028.
- c) If submitting a joint proposal, the application should clearly describe the roles of each entity and designate a lead consultant and project manager.

2.6.9 PROJECT TIMELINE

Proposers should provide a project timeline in the form of a gantt chart (or similar) including all Phase 1 tasks and expected time required for each task. If the timeline deviates from the proposed timeline included in Section 1.5, those deviations must be explained and justified in the Proposal Narrative.

2.6.10 PROJECT BUDGET & PRICING

Proposers should provide a budget on a time-and-materials basis with a not to exceed price. All Proposers must submit their proposed rates in a table (example template provided in Appendix B). For Phase 1, a complete budget is required and should be broken out by task, including individual personnel costs as well as estimated travel, materials, and other expenses. For Phase 2, list estimated hourly rates for personnel involved in each task (including but not limited to project manager, engineer, permitting specialist, and surveyor).

Proposers are encouraged to include all information that may be deemed pertinent to their proposal. Proposers may be requested to provide clarification based on the APCC's evaluation procedure. Any clarification will be considered a formal part of the Proposer's original proposal. If further clarification is needed during the evaluation period, APCC will contact the Proposer.

2.6.11 RESUMES

Proposers must provide resumes for all key staff that include:

- a) Relevant education and training,
- b) Length of experience,
- c) Specific qualifications of the individual,
- d) Specific examples of similar work they have performed,
- e) Describe any professional licenses or certifications held.

2.6.12 FINANCIAL STATEMENTS

Proposers shall provide audited financial statements for the previous three years. If Proposer is unable to provide audited financial statements, Proposer shall provide financial statements to sufficiently demonstrate the respondent has the financial capacity to perform this work. APCC shall determine the sufficiency of the statements at its sole discretion.

2.6.13 REQUIRED FORMS

All proposers are required to complete the form in Appendix C, as applicable:

ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUMS (IF ANY)

2.7 VALIDITY OF PROPOSAL

Proposals must remain open and valid for 120 days from the due date, unless the time for awarding the contract is extended by mutual consent of APCC and the Bidder. Proposals shall continue to remain an effective offer, firm and irrevocable, after such 120-day period until either tentative award of the contract(s) by issuing Office is made or withdrawal of the bid in writing by Bidder. Tentative award of the contract(s) shall consist of written notice to that effect by APCC to the successful Bidder.

This RFP is the property of APCC, and all Proposals submitted in response to this RFP, once delivered, become the property of APCC and may be subject to full disclosure under both federal and state public records law. APCC may, in its sole discretion, protect such deliverables with copyright, trademark or patent protections.

2.8 DISADVANTAGED BUSINESS ENTERPRISES

APCC seeks to utilize qualified small businesses, disadvantaged business enterprises (DBE), minority-owned firms (MBE), and women's business enterprises (WBE), whenever possible. If a proponent qualifies or intends to subcontract with a qualified business as part of the proposed scope of work this should be clearly noted in the proposal. This will be taken into consideration but will not warrant award of additional points. Disadvantaged business enterprises (DBE) should be certain to indicate the percentage of work being performed by the DBE if less than 100 percent.

Note: it is required that the Consultant also make positive efforts to utilize small businesses, minority-owned firms, and women's business enterprises, in award of subcontracts.

3 ADMINISTRATIVE INFORMATION

3.1 METHOD OF AWARD

Award shall be made to the highest scoring responsive and responsible vendor who submit the best value proposal. The highest scoring firm shall be the Primary Consultant.

Upon determination of the best value proposals, a contract between APCC and the successful proposer will be delivered for signature. A completely executed contract will be delivered to each Consultant. The total bid amount of the Primary Consultant shall be used to establish the contract value. The established contract value shall not be exceeded.

3.2 COST PROPOSAL

Prices shall be represented as hourly rates for each title. The hourly rate for each title shall be inclusive of all labor, licenses, insurance, administrative, overhead and profit (example template provided in Appendix B). An estimated number of annual hours for each title will be used on the Cost Proposal Form for evaluation purposes. Proposers must provide pricing for each title. Incomplete bids will be rejected.

Pre-approved travel, meals or lodging expenses shall be reimbursed in accordance with the not-to-exceed rates authorized by APCC.

The project budget, including expenses for staff time, travel, and costs for subcontractor(s) under Phase 1 is not to exceed **\$150,000**. Following the proposal narrative, applicants must complete the budget template for expenses with estimated hours and costs broken down by subtask (1.1, 1.2 etc.) using salary rates for staff proposed to complete each task and inclusion of estimated expenses for travel, equipment, supplies, etc.

Be sure to clearly indicate proposed amounts for subcontractor(s) and detailed breakdown of budget if submitting a joint proposal. Applicants must also submit a brief narrative description of the proposed budget allocations, providing an explanation of costs. Please be sure to indicate the percentage or amount set aside for contingencies.

APCC has secured \$150,000 for the project. Additional funds will be pursued as necessary to cover expenses including additional permitting costs, implementation, and outreach Tasks. APCC reserves the right to: 1) award a contract for all or portions of the scope of work described in the RFP, or 2) award a single contract for the entire scope of work and subsequent Task Orders under the awarded contract as additional funding is secured.

3.3 TERM OF CONTRACT

This contract will commence upon APCC approval and will be in effect through December 2028, and may be extended to five additional one-year terms at the sole discretion of APCC. APCC retains the right to cancel this contract for convenience, provided that the Consultant is given at least thirty (30) days written notice of APCC's intent to cancel. Any cancellation by APCC under this section shall in no event constitute or be deemed a breach of any contract resulting from this RFP and no liability shall be incurred by or arise against APCC, its agents and employees therefore for lost profits or any other damages resulting there from. This provision should not be understood as waiving APCC's right to terminate the contract for cause or stop work immediately for unsatisfactory work but is supplementary to that provision.

3.4 METHOD OF PAYMENT

Invoices for payment shall be submitted electronically for payment to payables@apcc.org at the end of each month for services satisfactorily completed during that month. Invoices will be processed in accordance with established internal procedures of APCC. Invoices must be itemized and include the following information:

- a) Contract ID number,
- b) Company FEIN,
- c) Date(s) of Service,
- d) Location where services were performed,
- e) Actual number of hours worked for each title,
- f) Detailed description of services performed,
- g) Separately itemized pre-authorized travel, meals and lodging expenses.

Invoices missing any of the above stated information will be returned to Consultant for correction. Payment for invoices submitted by the Consultant shall be rendered electronically unless payment by paper check is expressly authorized by APCC, in APCC's sole discretion, due to extenuating circumstances. Such electronic payment shall be made in accordance with ordinary APCC procedures and practices.

3.5 PAST PRACTICE

The failure to exercise any right hereunder in the past shall not operate as a waiver of such right. No breach of this Agreement shall be deemed waived unless such waiver shall be in writing and signed by the party claimed to have waived. No waiver of any breach of the Agreement at any time in the past shall constitute a waiver of subsequent breach.

3.6 EXCEPTIONS

APCC will consider all requests to waive any RFP requirement. However, Proposers should be aware that failure to obtain a waiver of any bid requirement in advance of bid submission could result in rejection of the Proposal and disqualification from the RFP process. Proposers wishing to obtain an exemption or waiver for any part of this solicitation must contact the Issuing Office in writing by the 'Questions Due Date' as identified in Section 1.10 – Key Dates. The request must cite the specific section and requirement in question and clearly identify any proposed alternative. Requests will be considered and responded to in writing, either via addendum (if the response results in a change to the RFP), or directly to the requesting vendor.

3.7 DISPUTE RESOLUTION

It is the policy of APCC to provide vendors with an opportunity to administratively resolve disputes, complaints or inquiries related to bid solicitations or contract awards. APCC encourages vendors to seek resolution of disputes through consultation with APCC staff. All such matters will be accorded impartial and timely consideration. Interested parties may also file formal written disputes.

3.8 EXAMINATION OF CONTRACT DOCUMENTS

Proposer is under an affirmative duty to inform itself by personal examination of the specifications of the proposed work and by such other means as it may select, of the character, quality and extent of the work to be performed and the conditions under which the contract is to be executed.

Proposer shall examine specifications and all other data or instruction pertaining to the work. No pleas of ignorance of conditions that may be encountered or of any other matter concerning the work to be performed in the execution of the contract will be accepted by APCC as an excuse for any failure or omission on the part of the Proposer to fulfill every detail of all the requirements of the documents governing the work. The Proposer, if awarded the contract, will not be allowed any extra compensation by reason of any matter or thing concerning which such Bidder might have fully informed itself prior to bidding.

Any addendum issued prior to the Proposal due date must be acknowledged by signature, dated and be submitted on or before the bid due date and within the proposal. In awarding a contract any written addenda will become a part thereof.

Any verbal information obtained from, or statements made by, representatives of APCC shall not be construed as in any way amending contract documents. Only such corrections or addenda as are issued, in writing, shall become a part of the contract.

3.9 PRIME CONTRACTOR RESPONSIBILITIES

APCC will contract only with the successful Bidder who is the Prime Contractor. APCC considers the Prime Contractor, the sole Contractor with regard to all provisions of the RFP, and the contract resulting from the RFP.

No subcontract entered into by the Consultant shall relieve the Consultant of any liabilities or obligations in this RFP or the resultant contract. The Consultant accepts full responsibility for the actions of any employee or subcontractor who carry out any of the provisions of any contract resulting from this RFP.

4 EVALUATION AND SELECTION PROCESS

4.1 PROPOSAL EVALUATION

A review committee composed of APCC staff will evaluate each proposal and initially determine whether a proposal is responsive to the requirements of the Solicitation based upon the criteria set forth in this Section.

Each proposal will be inspected to determine whether it meets the minimum requirements as set forth in the RFP. APCC shall find it unacceptable if the proposer has:

- Less than five years of experience,
- Fails to meet the required deadline,
- Lacks required licenses or certifications,
- Is debarred, suspended or otherwise excluded from or ineligible for participation in Federal assistance programs or activities (see "Excluded Parties List System" at <http://www.sam.gov>) or currently under criminal indictment,
- Failed to meet other minimum criteria as defined in the RFP instructions.

Failure of a proposal to meet a minimum requirement will disqualify a vendor's proposal from further consideration. The Procurement Manager shall state in writing reasons for disqualifying any proposal.

The review committee will subsequently evaluate and score each responsive proposal for items 1-4 listed below in Section 4.1.2. APCC will evaluate all cost proposals from responsive Proposers. The cost proposal with the lowest total fee will be awarded the maximum possible points. Each subsequent proposal will receive a proportionate number of points. Each of the cost proposal points will be added to the score from the technical evaluation committee as described in Section 4.1.2.

Scores from each of the Proposers, including items 1-4 listed in Section 4.1.2 below, will be totaled and the Proposer having the highest score will be ranked number one; the Proposer with the second highest total score will be ranked number two and so on.

Following the scoring of proposals, APCC will meet with project partners and advisors to review the evaluations, solicit additional insight, and form a consensus on the final selection.

4.1.1 NOTIFICATION OF AWARD

After the evaluation, all Proposers will be notified of the name of the Selected Proposer. The Selected Proposer and will be notified that their submitted proposal has been selected and that a contract will be forthcoming for execution. The original proposal, and any additions or deletions to the proposal become part of the contract.

Public announcements or news releases pertaining to any contract resulting from this Solicitation shall not be made without prior approval from APCC.

4.1.2 SELECTION CRITERIA

The Procurement Manager will notify the applicant of proposal receipt within 48 hours of submission. The review shall not be open to the public, and the contents of the proposals shall be kept confidential and not disclosed to competing proposers until after the evaluation process is completed.

After evaluating the minimum requirements, remaining proposals shall be evaluated by APCC reviewers based solely on the comparative evaluation criteria specified in this RFP. APCC will review the results of this evaluation with the project partners.

Based on the recommendations of the reviewers and feedback from the project team, APCC Executive Director will make final decision on the award of contract.

In analyzing responses to the evaluation criteria, APCC shall consider the qualifications of proposers in the determination of the Successful Proposer, and make any investigations deemed relevant to the selection process. The minimum evaluation criteria shall be compliance with specifications and criteria set forth herein; attributes of goods or services proposed, investigations into qualifications, prior relevant experience, and past performance. APCC will confirm claims of past experience.

Proposal Evaluation Criteria: Proposals that meet all submission requirements will be evaluated using the criteria listed below:

- 1) Cover Letter, Litigation, and Minimum Requirements (10 points):
 - a. The selected Consultant must include the required items described in Section 2.6.
- 2) Ability to Provide Required Services (40 points):
 - a. The selected Consultant will have outstanding salt marsh restoration expertise including experience in planning, design, permitting, implementation and monitoring.

- b. Applicants must demonstrate that they are qualified, experienced, can provide high-quality products that meet the project needs, work well with clients, agencies and the public and possess all necessary licenses and insurance to conduct work in the Commonwealth of Massachusetts.
 - c. In evaluating proposals, APCC will consider the experience of firms and individuals in the following manner:
 - i. Company qualifications and organizational capacity (10 pts)
 - ii. Key staff assigned to this project (10 pts)
 - iii. Relevant Project Experience, minimum of three project examples that occurred in the past three years (10 pts)
 - iv. References (10pts)
- 3) Project Approach, Methodology, and Timeline (30 points):
- Proponents will be scored based on the reasonableness of timeline and quality of detail included in the proposed scope of services. This timeline and description of services should follow the description of services provided in Section 1.5, providing additional detail or revisions describing how the proponent plans to complete each task according to the proposed timeline. Justification should be provided for any revision to the requested services.
- 4) Budget (20pts):
- Proponents will be scored based on the reasonableness of their budget, and overall ability to complete the scope of work on schedule and at or under the not to exceed budget.

APCC will evaluate all cost proposals from responsive Proposers. The cost proposal with the lowest total fee will be awarded the maximum possible points. Each subsequent proposal will receive a proportionate number of points. Each of the cost proposal points will be added to the score from the technical evaluation committee.

Award: Contract(s) will be awarded to the most advantageous proposal as determined by APCC. APCC reserves the right, upon basis of such evaluations, to reject the Proposal of any and all Proposers who do not, in its estimation, meet the minimum requirements of the RFP, or to select a Proposer other than the apparent lowest cost proposer if the investigations indicate that such action is in APCC's best interest. APCC reserves the right to award a contract for portions or all of the proposed services (tasks and subtasks). The APCC Executive Director will award contracts under this procurement.

APCC reserves the right to waive any formality in the proposal procedure, to cancel this Request for Proposal or to reject any and all proposals received deemed not in the best interest of APCC.

All documents prepared for the project shall remain the property of APCC subject to the specific requirements of grant funding. APCC reserves the right to interview Applicants prior to final award of contract. Selection shall be subject to additional discussions and/or negotiations based on proposals received.

APPENDIX A: SUPPLEMENTAL FIGURES

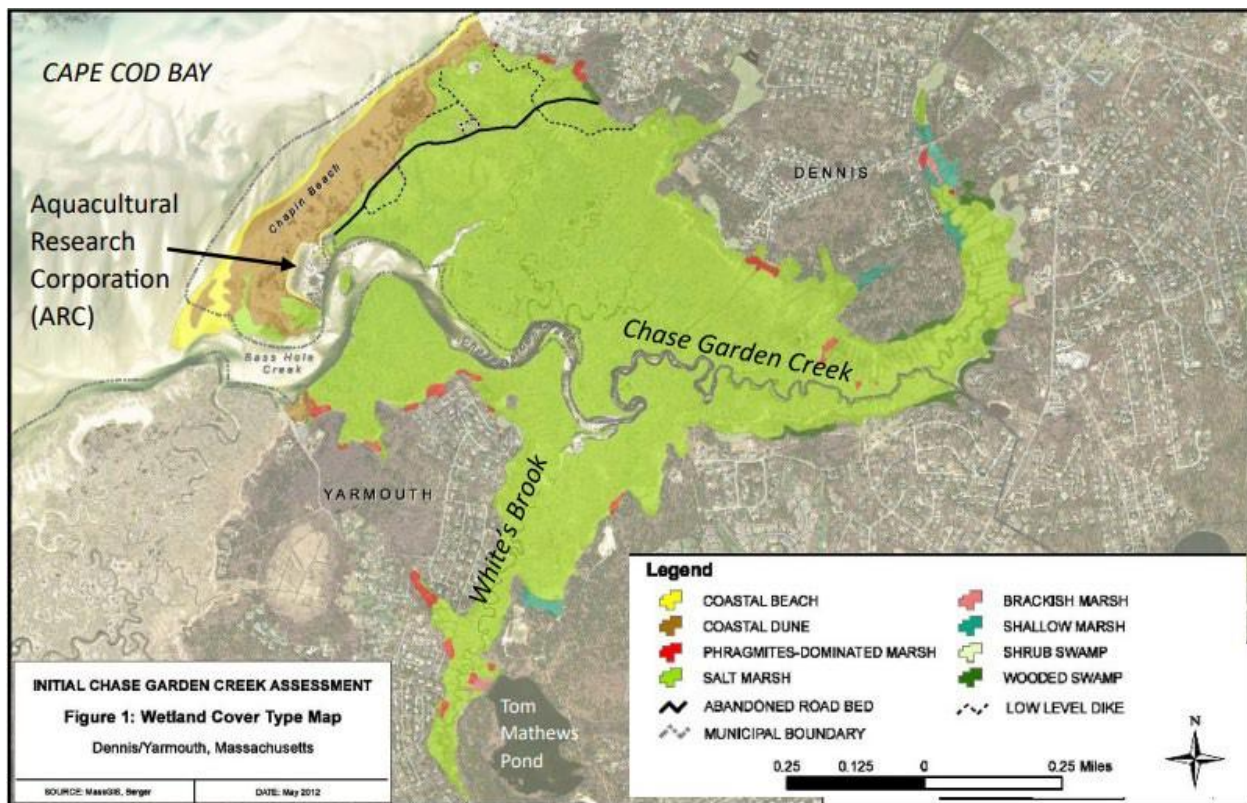


Figure 1: Map of Chase Garden Creek modified from Louis Berger Group (2012) showing major habitat types, municipal boundaries, and other important features.

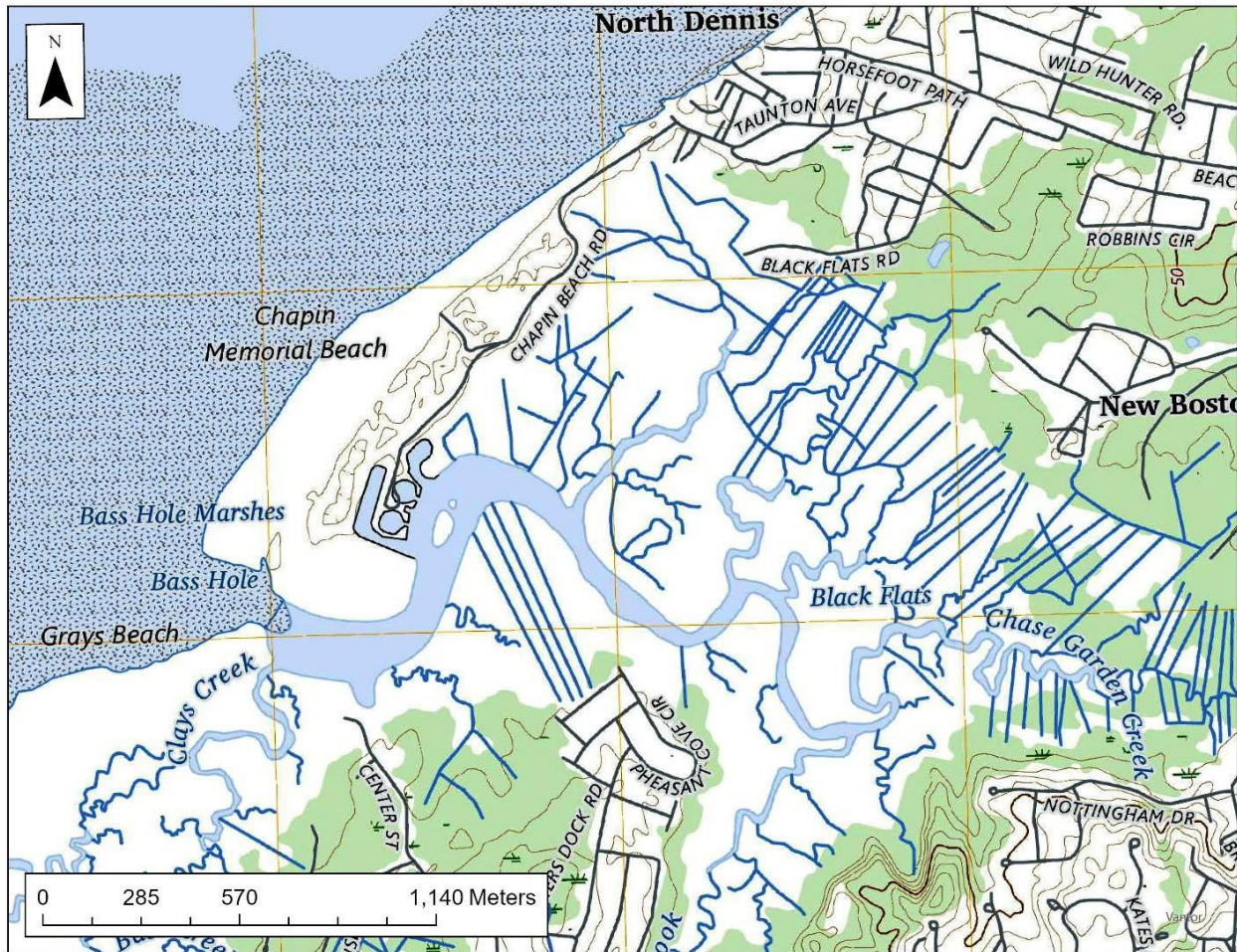


Figure 2: USGS topographic map of Chase Garden Creek salt marsh showing manmade ditches present throughout the system.

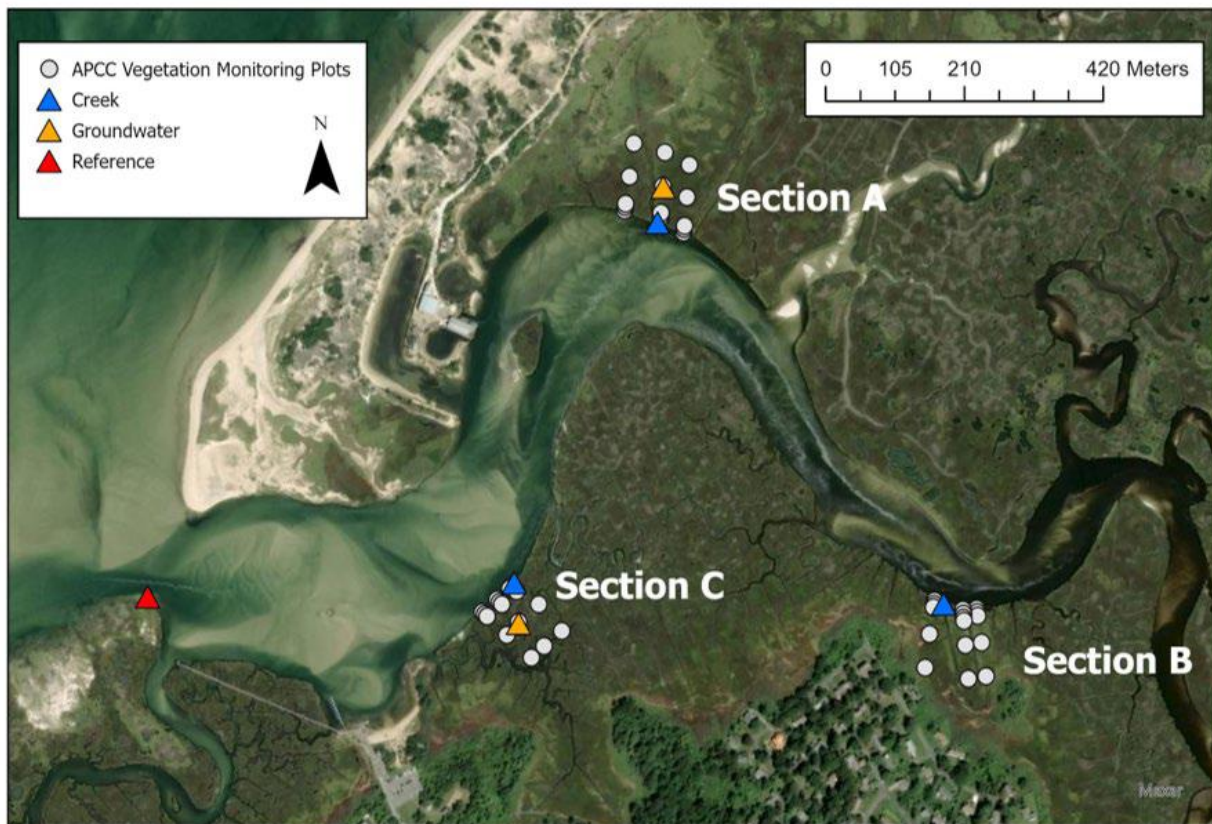


Figure 3: Chase Garden Creek pre-restoration monitoring layout. The marsh system was divided into three sections to facilitate comparisons between geomorphologically distinct sections: Section C, Section A, and Section B. The gray circles indicate vegetation and sediment trap monitoring locations. The colored triangles indicate water level deployments. 2021 base map aerial imagery was provided by ESRI.

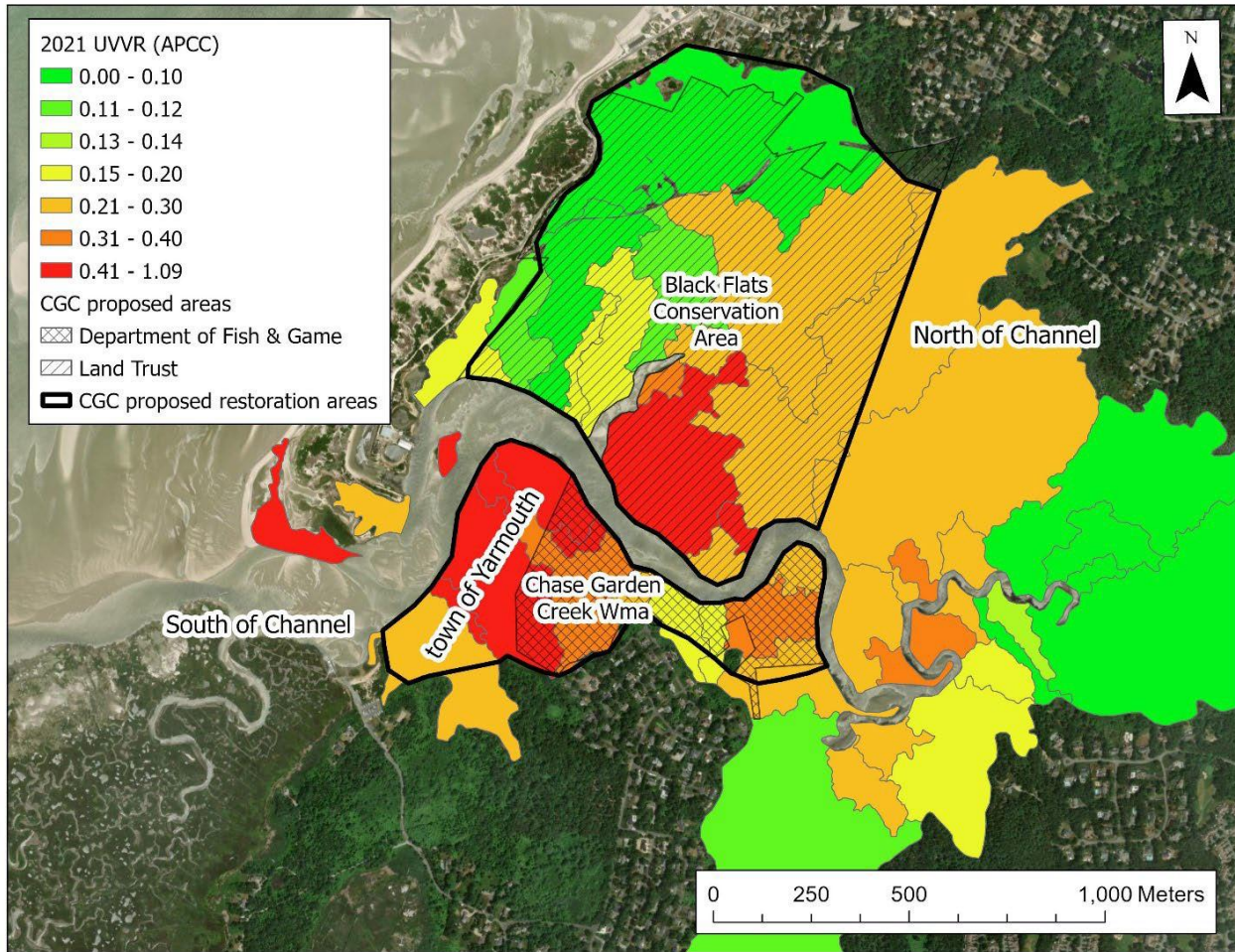
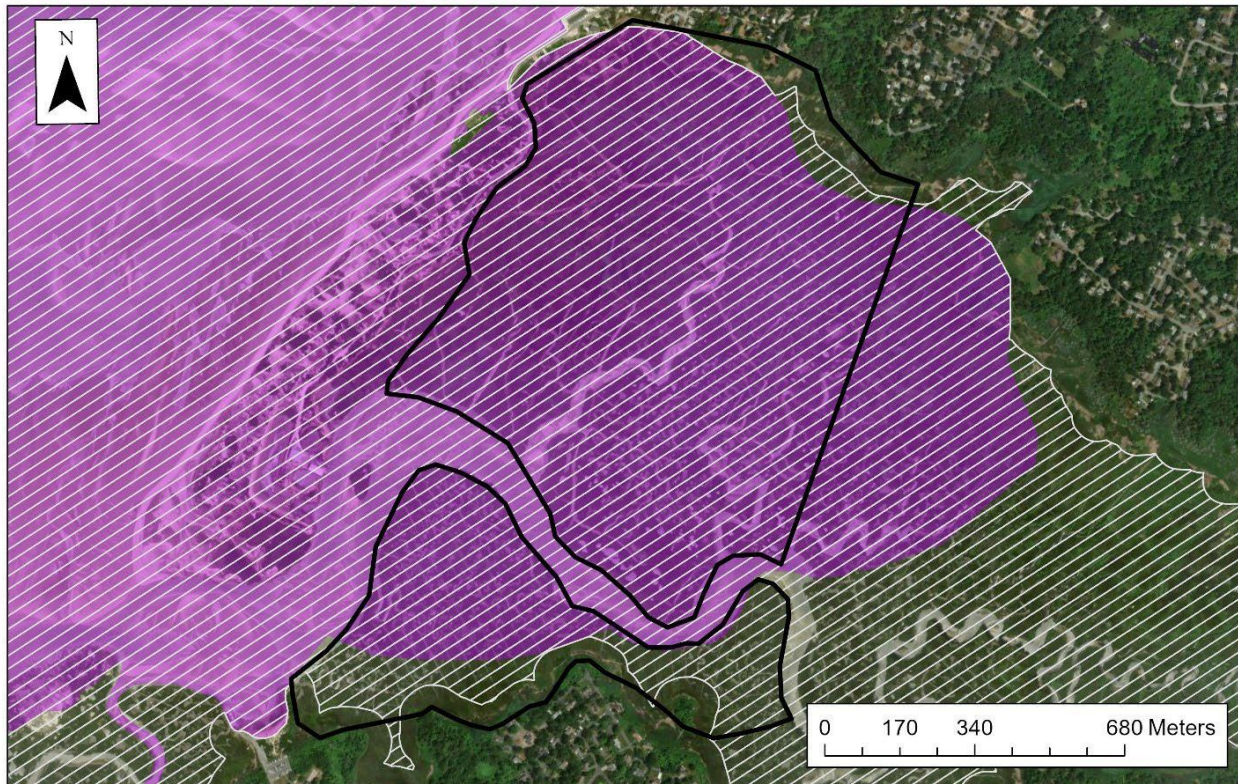


Figure 4: Results from APCC's 2023 Unvegetated to Vegetated Ratio (UVVR) analysis and proposed restoration areas. The area north of the main channel includes land owned by the Dennis Conservation Land Trust (referred to as Black Flats Conservation Area). The area south of the main channel includes land owned by the Massachusetts Department of Fish and Game and the town of Yarmouth.



- | | | |
|---|---|--|
| <ul style="list-style-type: none"> <div style="display: inline-block; width: 15px; height: 10px; border: 2px solid black; margin-right: 5px;"></div> CGC proposed restoration areas <div style="display: inline-block; width: 15px; height: 10px; border: 1px solid black; border-style: dashed; margin-right: 5px;"></div> NHESP Priority Habitats of Rare Species | BioMap Core Habitat Components <ul style="list-style-type: none"> <div style="display: inline-block; width: 15px; height: 10px; background-color: #4682B4; margin-right: 5px;"></div> Aquatic Core <div style="display: inline-block; width: 15px; height: 10px; background-color: #40E0D0; margin-right: 5px;"></div> Wetland Core <div style="display: inline-block; width: 15px; height: 10px; background-color: #FFFF00; margin-right: 5px;"></div> Priority Natural Communities Core | <ul style="list-style-type: none"> <div style="display: inline-block; width: 15px; height: 10px; background-color: #90EE90; margin-right: 5px;"></div> Forest Core <div style="display: inline-block; width: 15px; height: 10px; background-color: #FF6347; margin-right: 5px;"></div> Vernal Pool Core <div style="display: inline-block; width: 15px; height: 10px; background-color: #DDA0DD; margin-right: 5px;"></div> Rare Species Core |
|---|---|--|

Figure 5: Proposed restoration areas at Chase Garden Creek salt marsh (outlined in black) with BioMap Core Habitat Components and NHESP Priority Habitats of Rate Species indicated according to map legend.

APPENDIX B: APPLICATION TEMPLATE

Proposal Cover Page (optional)

Cover Letter

**Association to Preserve Cape Cod
Request for Proposals: Chase Garden Creek Restoration Project
Solicitation #: RFP-26-ERP-001**

Applicant Contact Name: Applicant

Organization: Address:

Phone Number:

Email:

Date of Submission:

Proposed Budget (\$):

Phase 1

Phase 2 (combined rates only)

Include similar text to the following:

(Applicant) confirms that all terms and conditions contained in the RFP are understood and the members will comply with the provisions thereof. (Applicant) also confirms that should the contract be awarded, all services would begin upon APCC approval and contract execution. (Applicant) acknowledges that all subcontractors are subject to approval by APCC before subcontracts agreements are made.

Applicant Signature:

Litigation, Debarment, Suspension or Exclusion

(Check Box if Applies)

- ☐ I _____ (signature) certify, that _____ (organization name) has not been involved in any litigation related to contract disputes in the past 5 years and that the applicant, organization or any principal has been not been disbarred, suspended or otherwise excluded from the utilization of professional licensure or participation in federally or state funded assistance programs.
- ☐ If unable to check the box to certify the above statement is true, the proponent must include a full explanation and include docket numbers or other descriptive information.

Minimum Requirements**Statement of Qualifications****Relevant Experience****Client References**

Using the following template provide a list of 3 client references for projects performed in the past five years that are similar in size and scope to this request. Must include project name, a brief 1-2 sentence description, location, contact name, email, and telephone number.

<u>Project Name</u>	<u>Project Description</u>	<u>Location</u>	<u>Contact Person</u>	<u>Email Address</u>	<u>Telephone Number</u>

Proposal Narrative**Project Timeline**

Complete the timeline template for tasks including estimated start and end dates. Applicants must also provide a brief narrative description of the timeline to complement the timeline spreadsheet describing the time dedicated to each task and deliverables (where appropriate). Alternate timeline templates are acceptable so long as they include at minimum the details requested below.

Task	Start Date	End Date	Deliverable(s) and Date Provided By
Task 1			
Task 2			
Etc.			

Budget and Pricing

Complete a budget table (example template shown below) for expenses including estimated hours and cost by task using salary rates for staff proposed to complete each task. Applicants must also provide a brief narrative description of the budget to complement the budget spreadsheet describing the budget and time allocation. Alternative budget templates are acceptable so long as they include at minimum the details requested below.

Task	Staff (name and title)	Rate	Hours	Travel	Supplies/ Materials	Total Expense (\$)
Task 1						
Task 2						
Etc.						

The table above (or similar) is required for Phase 1 tasks, but a reduced table of individual staff and rates will be accepted for Phase 2 tasks.

Resumes**Financial Statement****Required Forms**

APPENDIX C: ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUM/LETTER OF CLARIFICATION

ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUM / LETTER OF CLARIFICATION

Solicitation #:

Were Addenda issued on this Solicitation?

☐ Yes

☐ No

Were Letters of Clarification issued on this Solicitation?

☐ Yes

☐ No

I (We) hereby acknowledge receipt of the following Addendum/Addenda issued in reference to this solicitation by listing the Addenda by number, date and signing the form:

Addendum	_____	Date:	_____
Addendum	_____	Date:	_____
Addendum	_____	Date:	_____
Addendum	_____	Date:	_____
Letter of Clarification	_____	Date:	_____
Letter of Clarification	_____	Date:	_____
Letter of Clarification	_____	Date:	_____
Letter of Clarification	_____	Date:	_____

RESPONDENT:

By: _____ (AUTHORIZED SIGNATURE)

Printed Name of Signer: _____

Title of Signer: _____

Date Signed: _____