



## Request for Expression of Interest

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Efficiency Opportunities Related to the Operation and Maintenance  
of Water & Wastewater Treatment and Distribution Systems

Public Private Partnership

**ENGRFI002B-14-15**

January 8, 2015

### **Submittal Deadline Information:**

Date: February 2, 2015, Time: 11:00 AM (EST)

Submit Five (5) Original copies of your proposal and One (1) CD to:

City of Columbia/Utilities & Engineering Department/Shannon Lizewski

“RFEI # ENGRFI002B-14-15 – Efficiency Opportunities Related to the Operation and Maintenance of Water and Wastewater Treatment and Distribution Systems, Public Private Partnership”

1136 Washington Street, 7<sup>th</sup> Floor, Columbia, S.C. 29201

### **Requests for Additional Information and Questions must be submitted to:**

<https://bidonline.columbiasc.gov/ifas7/bidonline/> Using Bid Online, user must be logged in and under the Bid tab, click “Bid Q and A”.

Deadline for requesting additional information and submitting questions: January 15, 2015, 5:00 PM

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of Water & Wastewater Treatment and Distribution Systems  
Public Private Partnership

**ENGRF1002B-14-15**

January 8, 2015

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## Section 1

# Introduction

## 1.1 Overview of Process

The City of Columbia, SC (City) is considering a potential public-private partnership of the operation and management of the City's Waterworks System currently operated by the City. The System provides water treatment and distribution services through its waterworks system to approximately 138,604 billed water accounts in the Columbia Metropolitan Statistical Area ("Columbia MSA"), including approximately 41,249 In-City customers and 97,355 Out-of-City customers. The System provides wastewater treatment and collection services through its Sanitary Wastewater System to approximately 59,618 billed wastewater customers in the Columbia MSA, including approximately 33,185 In-City customers and 26,433 Out-of-City customers. See "Service Area" herein for further information on the territory served by the System.

The System is administered by the City through the City Manager. Under the City Manager's direction, the financial operations and water customer care functionality identified as "customer care" are administrated by the Chief Financial Officer of the City. The Utilities Department operates the System's two water treatment plants, one wastewater treatment plant, water storage and pumping stations, and approximately 500 persons are employed in managerial, clerical, maintenance and other capacities relating to the System.

The City will consider responses that contemplate alternative transaction structures, such as a long-term lease and concession arrangement or sale, that meet the criteria incorporated herein, while maximizing the value to the City, maintaining or enhancing the System' operational viability and capital needs, and complying with applicable law.

## 1.2 Purpose of RFEI

The purpose of this Request For Expression of Interest ("REFI") is to provide third parties interested in pursuing a transaction that could take the form of an operating and management agreement (the "Transaction"). Prospective Responders have an opportunity to submit qualifications and a nonbinding indication of interest ("Offer"). In determining the Qualified Responders, the City will take into account, among other things, the value of the Offer, the contemplated transaction structure, the Responder's experience and capacity to implement the Transaction, and the Responder's ability to expeditiously close a Transaction.

Qualified Responders will have the opportunity to: (i) conduct due diligence on the Systems facilities and financial information through, subject to security clearances and regulations, applicable tours and additional inspections by Qualified Responder representatives, and presentations and meeting with current City

Waterworks and Wastewater Systems officers; and (ii) review and discuss its proposed Transaction for the operation and management of the Systems.

The information received in response to this RFEI will be used by the City to decide how best to maximize the market opportunities that may be available by partnering with the private sector to implement, select projects and to perhaps engage in formal procurement(s) including the issue of Requests for Qualifications and/or Requests for Proposals in the future.

## **1.3 City Contact Information**

No interpretations or clarification of the meaning of the instructions or scope of services will be allowed orally (except for general information). Every request for such interpretation must be in writing through Bid Online at <https://bidonline.columbiasc.gov/ifas7/bidonline/>. Using Bid Online, the user must be logged in, and under the Bid tab, click “Bid Q and A.” The deadline for requesting additional information and/or asking questions is listed in Section 5.1 below. The City will not accept telephone calls or visits regarding this RFEI. Any and all such interpretations and any supplemental instructions will be issued in the form of written addenda to the Request for Proposals.

Respondents to this RFEI (and others on Respondents’ behalf) are to refrain from contacting any other City staff, including City Council and its representatives, regarding this RFEI.

## **1.4 Request for Expressions of Interest Terms and Conditions**

The Respondent certifies at the time of submittal that the information and materials provided are truthful and accurate to the best of its knowledge. The Respondent also agrees as the result of submittal to participate with reasonable follow-up questions or discussions to enable City to fully understand the response submitted. All such activities and efforts are understood to be VOLUNTARY on the part of the Respondent, and such participation is provided by the Respondent or Respondent’s company at no cost or further obligation whatsoever by City. City may utilize the data submitted in any reasonable manner unless otherwise expressly limited in Respondent’s submittal.

Please note that this is an RFEI, not a Request for Proposal (“RFP”), Request for Qualifications (“RFQ”), nor an offer, invitation or advertisement for bids. Responses to this RFEI will not lead directly to a contractual relationship between a Respondent and the City. The information contained within this RFEI is preliminary, is subject to modification and is in no way binding on the City.

The City reserves the right to use, adopt or incorporate any recommendations presented in the responses to this RFEI in the development of a strategy in support of potential future project opportunities. Neither the City nor the Respondent has any obligation under this RFEI. A Respondent to this RFEI is not guaranteed in any way that it will secure any future contract or agreement with the City with regard to any project.

All information must be legible. Each response shall be accompanied by a transmittal letter signed by an authorized representative of the Respondent. The contents of the response submitted may be relied upon to create requirements for related projects, either procured or otherwise accomplished by City. Respondent should submit a complete and concise response to the RFEI, which will be retained by City, subject to City records retention policies. Any data submitted to City hereunder may be utilized by the City. All submittals received from Respondents will become the property of the City and will not be returned. By making submittals in response to this RFEI, Respondents expressly acknowledge and agree that the City will not be responsible or liable in any way for any losses that Respondent may suffer from disclosure of information or materials to third parties.

### **RESPONDENT RESPONSIBILITY FOR SUBMITTAL COSTS**

This RFEI is issued by City solely for the purpose of gathering information regarding interested parties' perspectives on P3 opportunities and related matters for privatizing water and sewer. The issuance of this RFEI shall not be deemed or construed to bind City to undertake a P3 project. It should be understood by Respondents that the sole purpose of this RFEI is to simply solicit information for City's consideration and use.

City is not liable for any cost incurred by any Respondent associated with the preparation of a submittal, the submittal of materials, or any other participation efforts associated with this request and any addendum(s). There shall be no claims whatsoever against the City, its staff or any other involved party for reimbursement of Respondent's costs and expenses incurred as a result of this RFEI.

Respondents may be asked to participate in further discussions with City representatives in Columbia, SC or at another location agreeable to both parties. The Respondents shall bear all costs for such participation.

### **DISCLOSURE OF SUBMITTAL CONTENT**

Public disclosure of submittals will be governed by applicable law.

If a submission contains confidential or proprietary information that the Respondent does not want disclosed to the public, or used for any purpose other than use by City as stated herein, all such information must be indicated with the following or similar statement:

All such nondisclosure items specified in the Respondent's submission shall be subject to the Public Disclosure requirements provided by law or regulation.

### **RIGHTS TO USE OR DISREGARD SUBMITTALS**

Respondent acknowledges and agrees that all material provided to City during the RFEI process and subsequent discussions or correspondence may be used without restriction by City in the future. Respondent must be specific about any exceptions to this provision.

City reserves the right to use any of the concepts or ideas contained within a Respondent's submittal without incurring any liability.

Respondents shall also acknowledge that the intent of this RFEI is to develop information which may guide future City procurement decisions. Accordingly, the City shall be entitled to make use of any materials, information, data, or concepts disclosed by any Respondent, without limitation. Respondent, by submitting a response to this RFEI, specifically disclaims and waives any claim it may have on the use of such materials, information, data, or concepts by the City in whatever form the City deems appropriate except as identified and described in the previous Disclosure of Submittal Content.

In addition, City reserves the right to reject or disregard any and all submittals if it is deemed in City's best interest.

**RESPONSE NOT MANDATORY**

A response to this RFEI is not mandatory for any party's future participation in any subsequent City P3 procurement process for projects that the City may undertake. Not participating or submitting a response to this RFEI will not disqualify any business from submitting a response to any formal procurement process that the City may undertake in the future.

## Section 2

# SERVICE AREA

The service area of the Waterworks System includes all of the City of Columbia and portions of Richland County and Lexington County, and also includes the Towns of Forest Acres, Arcadia Lakes, Irmo, and Chapin, and the Fort Jackson Military Reservation (“Fort Jackson”). The service area of the Sanitary Sewer System includes all of the City of Columbia and portions of Richland County, including Fort Jackson, and portions of Lexington County and the City of West Columbia. The entire System covers approximately 320 square miles with a population of approximately 375,000 persons living within that area. The population in the overall service area of the System has generally been increasing since the 1950s due in large measure to the growth of the service area of the System outside of the City.

## 2.1 WATERWORKS SYSTEM

### BILLING/CUSTOMER CARE

The total number of customers of the Waterworks System has grown by more than 18% over the past ten fiscal years. The major part of growth has occurred as a result of new Out-of-City customers being added. Information on Revenues is set forth for both the Waterworks System and Wastewater System on combined basis in “FINANCIAL FACTORS.” The table below shows the number of water customers during the past ten Fiscal Years:

#### Number of Billed Customers on Waterworks System

Fiscal Year	In-City	Out-City	Total
2004	35,436	79,375	114,811
2005	36,943	83,450	120,394
2006	37,396	86,784	124,180
2007	38,442	88,755	127,196
2008	39,332	92,897	132,229
2009	39,799	93,850	133,649
2010	39,671	94,803	134,474
2011	40,164	95,302	135,465
2012	40,549	96,517	137,066
2013	41,249	97,355	138,604

The following table sets forth the ten largest water and wastewater customers, by total revenue, for the Fiscal Year ended June 30, 2013.

Customers	Meters	Consumption	Water	Wastewater	Total Revenue
State of South Carolina (various)	404	859,558	\$1,642,940	\$2,129,200	\$3,772,140
IBP Columbia Cooked Meats	3	176,560	\$233,714	\$884,752	\$1,118,466
McEntire Produce Inc.	3	59,468	\$160,656	\$555,717	\$716,373
Fort Jackson	9	1,027,887	\$760,260	0	\$716,260
Palmetto Health Baptist	13	152,175	\$256,389	\$394,827	\$651,216
Palmetto Health Richland	28	122,918	\$186,246	\$353,143	\$539,389
Shaw Industries Group Inc.	3	169,122	\$434,244	\$654	\$434,898
Pepsi Bottling Group Inc.	2	207,587	\$328,387	\$3,151	\$331,538
Town of Chapin Utilities Dept.	24	113,843	\$287,751	0	\$287,751
Westinghouse Nuclear Fuel	1	79,899	\$238,519	0	\$238,519

Source: City of Columbia

#### Number of Billed Customers on Sanitary Wastewater System

Fiscal Year	In-City	Out-City	Total
2004	30,235	31,188	61,423
2005	31,114	32,137	63,253
2006	31,110	32,932	64,042
2007	31,820	34,028	65,848
2008	32,280	35,506	67,786
2009	32,503	36,004	68,507
2010	32,500	36,722	69,222
2011	32,501	36,698	69,199
2012	33,136	37,182	70,318
2013	33,185	26,515	59,700

The City has entered into contracts with Fort Jackson, the Town of Chapin, and the Town of Winnsboro to provide water service. The contract with Fort Jackson, which was entered into March 25, 1987, provides that the City will be paid at rates subject to renegotiation on the request of either party with reasonable cause. In February 2011, a 15% rate increase, which is effective through June 2020, went into effect for water service provided to Fort Jackson.

The City's contract with Chapin, which was entered into on June 29, 1988, provides for the acquisition of the entire water system of Chapin and provides for the City to enjoy the exclusive right to furnish water to Chapin for period of 30 years. Chapin customers are charged the normal Out-of-City rates.

The City's contract with Winnsboro is a bulk water agreement, which was entered into May 1, 2013, and confirms that they pay the City's standard rate.

## **TREATMENT AND DISTRIBUTION**

Columbia gets its water from the **Broad River Diversion Canal** (Canal) and **Lake Murray** (Lake). The Broad River collects water from a large portion of northern South Carolina through the Broad River Basin while Lake Murray receives water from the Saluda River Basin. The South Carolina Department of Health and Environmental Control (SCDHEC) periodically assess the quality of source water for drinking water systems throughout the state.

Facts about the City of Columbia's service area:

- Together, the two plants produce an average of 60 million gallons of water per day
- The City serves approximately 375,000 customers in Richland and Lexington Counties.
- The City has more than 2,400 miles of underground pipeline.
- The City controls the pumps and tank levels all over the distribution system through remote signals from the water plants.

The water utilities division operates and maintains the treatment, distribution, and storage system that serves City of Columbia customers. These customers include: properties located inside the city limits, major portions of Richland County, portions of Lexington County and other local communities. The Columbia Canal Water Treatment Plant, located at 300 Laurel St., and Lake Murray Water Treatment Plant, located at 6 Rocky Point Rd., have a combined rated capacity of 150 million gallons per day and serve approximately 375,000 customers through approximately 139,000 meters. The distribution system has over 2,400 miles of water lines, pump stations, storage tanks and pressure reducing valves that distribute water across 9 major pressure zones. Both water plants operate 24 hours a day, 365 days a year.

## **WASTEWATER COLLECTION AND TREATMENT**

The Department collects wastewater from approximately 63,000 approved connections located along approximately 1,000 miles of pipe line both inside the City limits and in portions of both Richland and Lexington Counties. The sewage is treated at the City's Metropolitan Wastewater Treatment Plant, located at 1200 Simon Tree Lane. The plant is a biological oxidation extended aeration sewage treatment facility that has a rated capacity of 60 million gallons per day (MGD) and treats an average of 35 MGD of sewage. Treatment at the plant consists of flow equalization and metering, screening and grit removal, primary and secondary clarification, diffused air flotation, solids handling and dewatering, anaerobic digestion, activated sludge aeration, return and waste activated sludge operations, chlorination and dechlorination. Approximately five percent of the wastewater treated daily at the plant is industrial.

## 2.2 CONSENT DECREE AND CLEAN WATER 2020

In April 2009, the EPA issued a Notice of Violation to the City for effluent limit violations of the City's NPDES Permit and the Clean Water Act ("CWA"). Thereafter, the EPA requested information from the City under the CWA relating to the compliance status of the Sanitary Sewer System.

On September 9, 2013, after a lengthy period of negotiations among the City, the EPA, and DHEC, the EPA and DHEC lodged a Consent Decree ("Consent Decree") with the U.S. District Court for the District of South Carolina ("District Court"), in which the City agreed to settle allegations by the EPA and DHEC regarding the Violations. On June 25, 2013, the City executed a Consent Order with DHEC ("DHEC Consent Order"), resolving all of the alleged violations described in previous DHEC letters. The DHEC Consent Order provided for the payment of a penalty and submittal of a Corrective Action Plan and schedule for implementation to prevent future fecal coliform violations. The City does not expect any further DHEC action in connection with the remaining DHEC letters. The City does not expect its compliance with the Corrective Action Plan to have a materially adverse impact on the financial condition of the System or the City.

The City contracted with CDMSmith for Consent Decree Program Management Services in 2012 in response to the anticipated Consent Decree. The City entered into a Consent Decree with the United States District Court for the District of South Carolina on May 21, 2014, in the case captioned *The United States of America and State of South Carolina by and through the Department of Health and Environmental Control v. City of Columbia*, Civil Action No. 3:13-2429-TLW (the "Consent Decree").

Information pertaining to the City's Capital Improvements Program and Operation & Maintenance Budget is provided on the City's website at <http://www.columbiasc.net/budget-office/current-prior-budgets>.

## Section 3

# Scope of Services/Objectives

## 3.1 RFEI Qualification Requirements

To qualify as a Qualified Responder, the Prospective Responder must submit a Response that provides assurances that it will:

1. Implement rates that meet state standards while providing for appropriate system maintenance and improvement and in the event of noncompliance, provide adequate remedies for the City in order to protect its residents and all other customers access to water and wastewater services.
2. Comply with EPA and City of Columbia regulations and, in the event of non-compliance, provide adequate remedies for the City in order to protect its residents and other customers access to water and wastewater services.

### **TEAM STRUCTURE**

To qualify as a Qualified Responder, the Prospective Responder (or with its partner(s) must demonstrate sufficient team structure with respect to the following areas:

1. Adequacy of proposed team structure to provide sufficient assurance that all technical and financial obligations will be met on an ongoing basis.
2. Adequacy of definition of roles and responsibilities of team members and key personnel.
3. Adequacy of disclosure of controlling interests and team integrity.

### **TECHNICAL CAPABILITY**

To qualify as a Qualified Responder, the Prospective Responder must demonstrate technical capability with respect to the following areas of expertise:

1. Operation and maintenance of water and wastewater systems.
2. Customer service improvements and enhancements.
3. Customer safety, security, and environmental responsibilities.
4. Ability to execute an efficient, timely and seamless transition plan.
5. Capability to undertake required capital improvements.
6. Ability to offer other system enhancements with a demonstrated knowledge of technologies.
7. Applicable licenses held by the team or its members for operation of a South Carolina water and wastewater utility.
8. Ability to comply with all applicable laws, regulations, ordinances and court orders.

## **FINANCIAL CAPABILITY**

To qualify as a Qualified Responder, the Prospective Responder must demonstrate financial capability with respect to the following areas:

1. Proposed financing and, if other than internal funds, sources of such financing, including the expected schedule of commitments of funds and the steps required to secure the necessary funds.
2. Financial ability related to maintaining and upgrading the System assets.
3. Adequate sources of operating capital.
4. Ability to comply with all applicable state and local tax obligations.
5. Collection plan for retail and wholesale customer accounts.

## Section 4

# Instructions to Respondents

## 4.1 Submittal Requirements

Responses to this RFEI must include a letter of transmittal that identifies the address, telephone number and fax number of the Respondent's primary contact person.

Responses **MUST** be submitted through the City's Bid Online Procurement System at <https://bidonline.columbiasc.gov/ifa7/bidonline/> no later than the date and time listed in Section 5.1 below. One must be registered with this system in order to respond. See Appendix A for a tutorial on using Bid Online.

Respondents are **REQUESTED** to deliver 5 printed copies and one electronic copy (in searchable .pdf format) of the information outlined in this RFEI. All responses should be clearly marked "Efficiency Opportunities Related to the Operation and Maintenance of Water and Wastewater Treatment and Distribution Systems, Public Private Partnership, Attention Shannon Lizewski, City of Columbia, Utilities & Engineering Department, 1136 Washington Street, 7<sup>th</sup> floor Room 734, Columbia SC 29201." Failure to provide printed copies does not deem a respondent non-responsive.

## 4.2 Submittal Content

Respondents must demonstrate their financial strength and technical wherewithal to successfully achieve the City's objectives described herein. Respondents shall provide information to assist the City in determining the applicability of P3 to achieve its objectives. Submittals should focus on information relevant to P3 arrangements, emphasizing workable business models and detailing the expectations, assumptions, constraints and obligations of the P3 parties (owner, respondent and its project partners (if any) necessary for a successful public private partnership.

The Respondent shall provide information in accordance with the following requirements.

1. A table of contents shall identify the submittal sections and shall identify any illustrations, tables, charts, or graphics included in the submittal.
2. Submittals shall be spiral or comb bound and shall be no more than 40 single-sided pages, excluding cover letter, appendices, front and back covers, table of contents, and section dividers. Pages shall be 8.5" x 11" pages with a font size no less than 11 point and 1.5 line spacing. Captions and ancillary information such as sidebars and footnotes may be less than 11 point font.
3. The cover letter shall be included after the front cover of the submittal and prior to the table of contents. It shall be included in the original and all copies.

4. Include an Executive Summary, no longer than four (4) pages in length, providing a thorough and concise summary of Respondent's submittal.
5. Charts, tables, figures, diagrams, and schematics may be presented as 11" x 17" Z-fold paper and only include text related to explanation of the table chart, figure, diagram, or schematic.
6. Submittals shall be in the English language. Units of measurement shall be those typically used in the United States for such a Project.
7. Respondents shall incorporate graphics (e.g., process flow diagrams and drawings) as necessary to clearly present their ideas.
8. Sales brochures are not desired unless directly related to the submittal and referenced in the text.
9. Audiovisual materials will not be accepted.

### **RESPONDENT INFORMATION**

Respondents shall provide information about themselves, including a broad description of their qualifications and experience to meet the City's objectives in general and with P3 project delivery models, in particular. Describe Respondent's market presence, overall business model, available resources and the experience of the key staff that might be assigned should the City proceed with a P3 Partnership.

Describe any teaming arrangements, exclusive access to technology, unique product distribution channels or other distinguishing qualifications that Respondent considers useful to achieving the City's objectives.

Respondents may submit information individually or jointly with other interested parties or firms. However, such joint submissions will not be considered by the City to constitute any formal teaming arrangement. Should there be a formal, subsequent procurement, Respondents to this RFEI would not be obligated by the City to continue any such teaming arrangement described during the RFEI process.

### **P3 OPPORTUNITIES AND APPROACHES**

The City is particularly interested in the potential advantages of a public private partnership (P3). Respondents should describe their P3 project approach and explain why it would, or would not, be in the City's best interest to contract on a P3 basis and how it would be done. Provide references to similar projects the Respondent has developed elsewhere using a P3 structure and discuss successes and lessons learned from those P3 projects. Provide details on project size; value; key drivers; financing approaches and rates; risk allocation methods; legal constraints; permit considerations; performance requirements; payment structures/user fees and reference contact information. Respondents should provide any other information that helps make the business case for City consideration of the suggested P3 project approach.

### **INSTITUTIONAL AND LEGAL CONSIDERATIONS**

Respondents are invited to provide input for use by the City in developing subsequent procurement processes including suggested contract terms and conditions and the recommended P3 project organizational structure of the contracting parties. In addition, commentary is welcome on suggested risk allocation/division of responsibility for key project development activities such as design; construction; operation and maintenance; permitting and related regulatory compliance; uncontrollable circumstances; stakeholder management and financing.

## **ECONOMIC AND FINANCIAL CONSIDERATIONS**

Discuss economic and financial considerations including how and why the cost of projects may differ among the contemplated P3 arrangements, supported by specific case studies and references.

Financial considerations shall focus primarily on possible financing approaches, which may include public and private financing, or a combination thereof. The advantages and disadvantages of the alternatives suggested should be provided. Special emphasis should be placed on:

- Taxable and Tax-exempt Financing;
- Availability of grants
- Short Term, long term and ultra-long term financing concepts;
- Financing Guarantees;
- Equity Contribution;
- Debt Financing;
- Tax and/or other economic incentives available to private parties; and
- Other information on sources of funds, such as maturity schedules, redemption provisions, prepayment penalties, coverage ratios, debt service reserve requirements, contemplated credit enhancement, collateral, guarantors, and issuers.

Tax-exempt financing available to the City is typically provided at less cost than taxable, private financing. The City wishes to receive ideas regarding how the use of private financing in a P3 arrangement provides efficiencies to help offset higher costs associated with private, taxable financing. Typical private financing rates that might be available to the City by Respondent should be provided.

## **ADDENDA TO THE REQUEST FOR EXPRESSION OF INTEREST**

If it becomes necessary to revise any part of this RFEI, an addendum/amendment will be issued, available to all who have registered with the City at the City's Bid Online website located at <https://bidonline.columbiasc.gov/ifa7/bidonline/>. It is the Respondent's responsibility to monitor and download any Exhibits and Addenda that may be posted on this website.

**CITY will not be held responsible for additional notifications to Respondents.**

## Section 5

# City Review of Submittals

## 5.1 Process and Schedule

Event	Date	Time (if applicable)
RFEI Issued into Bid Online	January 8, 2015	
Advertised in The State Newspaper	January 11, 18, 2015	
Advertised in SC Business Opportunities	January 12, 2015	
Questions Deadline	January 15, 2015	5:00 PM
Submittal Due Date	February 2, 2015	11:00 AM

The City will establish a committee to review and evaluate the submittals received by the deadline set forth below. It is expected that the committee will include six to eight individuals, consisting of City employees and outside consultants. Each member of the committee will review each submittal. The committee will collaborate in meetings, conference calls and a workshop (which workshop may include City employees in addition to committee members) to share individual views, comments and findings and to raise questions and identify needs for clarification or additional information concerning the submittals.

The committee's review and evaluation process will be intended primarily to determine if it would be in the City's interest to initiate a formal procurement process for a P3 Partnership, and if so, what scope of services and what types of business and contractual relationships would appear to offer the greatest potential to result in a P3 privatizing arrangement that would be in the City's long-term interest. Some factors the committee will take into account in its review of the submittals will include (but will not be limited to) experience, interest and capabilities of respondents, availability of proven technologies, City objectives.

Upon completion of its review and evaluation, the committee will prepare a report recommending either: (a) a procurement strategy and process that should be conducted by the City to obtain business proposals for a P3 arrangement, or (b) no further action with respect to procurement of P3 arrangements.

Table 5-1 below outlines the current schedule for key activities included in the City's review and evaluation of submittals:

**Table 5-1**

### **Preliminary Submittal Review Schedule**

<b><u>Activity</u></b>	<b><u>Completion Date</u></b> (calendar days from Submittal Deadline)
First Meeting of Review Committee	15
Requests for Submittal Clarifications	30

City of Columbia, Utilities & Engineering Department  
1136 Washington Street, 7<sup>th</sup> Floor, Columbia, SC 29201  
Office: 803.545.3400

Second Meeting of Review Committee	60
Workshop	75
Prepare Committee Report	90

## 5.2 Interviews

The submittal review committee may request respondents to attend interviews at a location in the City to engage in collaborative discussions and to address questions concerning submittals. Based on the committee's review of the submittals, one or more respondents may not be requested to attend an interview or the committee may elect not to request any respondent to attend an interview. In any event, interviews (if requested) will not be mandatory. Failure of a respondent to attend an interview will not affect its ability to participate in any procurement process that may be conducted subsequent to this RFEI process.

## **Appendix A: Bid Online Tutorial**