Municipality of Anchorage

Suzanne LaFrance, Mayor

Purchasing Department

May 01, 2026

REQUEST FOR PROPOSAL

RFP 2026P030

Solid Waste Services

Provide Professional Design Services for Waste to Energy Facility

The Municipality of Anchorage is an equal opportunity employer.

Enclosed is pertinent information for use in preparing your proposal.

Pre-Proposal Conference:	**2PM Local Time, May 07, 2026**
Site Visit:	**N/A**
Questions Due:	**12PM Local Time, May 08, 2026**
Proposals Due:	**12PM Local Time, June 02, 2026**

Electronic Submission through BidExpress at Bid Express :: Municipality of Anchorage or submission through Sealed Envelope with ONE SIGNED ORIGINAL, single sided, unbound, of your proposal and, *a flash-drive containing a PDF copy* of the complete proposal, including attachments must also be provided.

If applicable, the phone number to call into the Pre-Bid Conferences is 907-343-6089. Conference lines are opened 5 minutes prior to the Pre-Bid Conference times. To attend meetings in person, you may do so at 632 W. 6th Avenue, Suite 520, Anchorage, AK 99501. FOR AUXILIARY AIDS, SERVICES, OR SPECIAL MODIFICATIONS TO PARTICIPATE PLEASE CONTACT THE PURCHASING DEPARTMENT TO REQUEST REASONABLE ACCOMMODATIONS AT 907-343-4590; OR wwpur@muni.org

For further information contact Purchasing at (907) 343-4590 or email wwpur@muni.org. All correspondence should include the RFP number and title.

The Municipality of Anchorage reserves the right to reject any and all proposals and to waive any informalities in procedures.

Sincerely,

Kim Ovsepyan
Principal RFP Buyer

RFP 2026P030

Provide Professional Design Services for Waste to Energy Facility

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Purchasing
MUNICIPALITY OF ANCHORAGE

The Municipality of Anchorage Purchasing Department is pleased to announce that we have begun using the Bid Express® service at www.bidexpress.com.

Electronic bid submission:

- **allows for digitally-signed bids**
- **eliminates costs for delivery of bid packages**
- **provides error checking and alerts to omissions before submission**
- **easily accommodates last-minute changes and price cuts**
- **automates email notifications to alert vendors of solicitation postings and solicitation changes**

If you are not a current user, please register for a free vendor account to reference the Municipality of Anchorage's upcoming advertisements.

For more information about the service, please refer to the Bid Express service's Knowledge Center here to get started.

For technical assistance, please call the service's Customer Success team at 888-352-2439, available Monday - Friday from 7:00 am – 8:00 pm (EST). You can also email them at bidexpress.support@infotechinc.com.

Additional information and notices of solicitation opportunities will be posted on the Purchasing webpage at Muni.org.

1.0 GENERAL INFORMATION

1.1 Purpose

The Municipality of Anchorage (MOA), Solid Waste Services (SWS) Department, is soliciting proposals from qualified and experienced firms to provide comprehensive professional design services for the development of a Waste-to-Energy (WTE) facility within the Municipality. The selected firm will serve as the Architect/Engineer of Record and will be responsible for delivering a fully coordinated, constructible, and permit-ready design encompassing all civil, structural, architectural, mechanical, electrical, instrumentation and controls (I&C), process, and site infrastructure components necessary to implement the project.

The WTE facility is a complex, multi-disciplinary infrastructure project that will integrate waste receiving and processing systems, combustion and boiler systems, steam turbine-generator systems, emissions control technologies, residue handling, interconnection to the electric grid, and supporting utilities and site improvements. The design shall address operational reliability, maintainability, safety, environmental compliance, and long-term lifecycle performance. The Design Consultant will be expected to incorporate industry best practices specific to modern WTE facilities and to coordinate closely with the Owner's Project Management Office (PMO), the Operator-at-Risk (OMAR), and the Construction Manager-at-Risk (CMAR) to ensure that operational considerations, constructability, cost control, and schedule requirements are fully integrated throughout the design process.

Design services shall include, at a minimum, validation and advancement of conceptual design, preparation of design development and construction documents, technical specifications, engineering calculations, permitting support (including air quality and other regulatory approvals), coordination with utilities and power purchasers, support for procurement of long-lead equipment, and construction-phase engineering services. The selected firm shall provide all professional services necessary to advance the project from its current stage through final design, bidding/GMP establishment, and construction support.

The issuance of this RFP and receipt of proposals does not obligate the Municipality of Anchorage to award a contract or to proceed with the Project as currently contemplated. The Municipality reserves the right, in its sole discretion, to modify the scope, schedule, or sequencing of the Project, or to delay, suspend, or discontinue advancement of the Project based on funding availability, regulatory considerations, policy decisions, or other factors determined to be in the Municipality's best interest. In such event, the Municipality shall have no obligation beyond payment for authorized services satisfactorily performed in accordance with the contract.

1.2 Background

The MOA is advancing development of a Waste-to-Energy (WTE) facility as part of a long-term strategy to enhance system resiliency, reduce landfill dependency, recover energy from municipal solid waste, and stabilize long-term disposal costs. The project is being managed by the MOA's Project Management Office (PMO), which is coordinating technical, financial, regulatory, and stakeholder engagement workstreams necessary to support informed decision-making and phased project delivery.

To date, the PMO has initiated and/or completed several foundational efforts intended to support procurement of comprehensive design services. These efforts include:

- Development of a conceptual design framework for the WTE facility.
- Preparation of a comprehensive Technical Performance Criteria (TPC) document defining minimum performance standards, operational objectives, environmental requirements, and key design parameters.
- Ongoing site selection analysis, including evaluation of multiple candidate locations.
- Waste characterization studies to define composition, calorific value, seasonal variability, and anticipated preprocessing needs.
- Wasteshed analysis to assess long-term feedstock availability, supply logistics, and regional participation; and
- Baseline ambient air quality monitoring and meteorological data collection to support future permitting activities.

The Municipality anticipates that a separate, but related PFAS treatment component may be advanced in parallel with the WTE facility. The PFAS system will be designed under a separate effort and by others; however, it may require physical, hydraulic, electrical, controls, and/or site integration with the WTE facility. The Design Consultant shall coordinate with the Owner and the PFAS design team, as directed, to ensure compatibility of utilities, space allocation, access, infrastructure capacity, and permitting interfaces. The WTE design shall allow for reasonable accommodation of this component without compromising facility performance, safety, or long-term operability.

The conceptual design effort, led by the PMO with technical advisors, is intended to establish a performance-based foundation for the project rather than a fully engineered design. The Technical Performance Criteria document will define required throughput capacity, availability targets, emissions performance standards, residue management expectations, integration requirements for boiler, turbine-generator, and emissions control systems, grid interconnection parameters, and lifecycle considerations for operability and maintainability. The MOA anticipates providing the Technical Performance Criteria document to the selected Design Consultant prior to execution of any design contract resulting from this RFP.

The WTE project is being structured to incorporate progressive collaboration among the Owner, the Design Consultant, the Construction Manager-at-Risk (CMAR), and the Operator-at-Risk (OMAR). The CMAR and OMAR procurements are being developed in parallel to ensure that constructability, cost certainty, operational reliability, and long-term maintainability are embedded early in the design process. The Design Consultant will be expected to work in close coordination with these parties to refine the conceptual framework into a fully integrated, code-compliant, permit-ready design.

This RFP represents the next major step in advancing the project from conceptual planning to detailed engineering. The selected firm will build upon the foundational technical, environmental, and analytical work completed to date and will be responsible for transforming performance criteria and project objectives into a comprehensive, coordinated design suitable for permitting, GMP development, and construction.

1.3 Questions

Any questions regarding this Request for Proposal are to be submitted **in writing via:** wwpur@muni.org

For ease of identification please identify the RFP number in the subject line of any correspondence.

Purchasing Office hours of operation are: 8:00 a.m. to 5:00 p.m. local time Monday through Friday, excluding Municipal holidays. All questions must be received prior to the deadline indicated on the RFP cover letter.

1.4 Preparation Costs

The Municipality will not be responsible for proposal preparation costs, nor for costs including attorney fees associated with any (administrative, judicial, or otherwise) challenge to the determination of the highest ranked Proposer and/or award of contract and/or rejection of proposal. By submitting a proposal each Proposer agrees to be bound in this respect and waives all claims to such costs and fees.

2.0 RULES GOVERNING COMPETITION

2.1 Examination of Proposals

Proposers should carefully examine the entire RFP and any addenda thereto, and all related materials and data referenced in the RFP. Proposers should become fully aware of the nature of the work and the conditions likely to be encountered in performing the work.

2.2 Proposal Acceptance Period

Award of this proposal is anticipated to be announced within 150 calendar days, although all offers must be complete and irrevocable for 180 calendar days following the submission date.

2.3 Proposal Format

Proposals are to be prepared in such a way as to provide a straightforward, concise delineation of the Proposer's capabilities to satisfy the requirements of this RFP. Emphasis should be concentrated on

1) conformance to the RFP instructions.
2) responsiveness to the RFP requirements.
3) completeness and clarity of content.

2.4 Signature Requirements

All proposals must be signed (electronically through BidExpress or manually/ DocuSign) by an officer or other agent of a corporate vendor if authorized to sign contracts on its behalf; a member of a partnership; the owner of a privately-owned vendor; or other agent if properly authorized by a power of attorney or equivalent document. Signature on the “Letter of Transmittal” (See Paragraph 4.3) will meet this requirement.

Failure to sign the Proposal is grounds for rejection. The name and title of the individual(s) signing the proposal must be clearly shown immediately below the signature.

2.5 Proposal Submission Requirements

Proposers may submit their proposals following the processes stated in 2.5.1 or 2.5.2, but not both.

2.5.1 Electronic Submission through BidExpress

2.5.1.1 Bid Express :: Municipality of Anchorage

(OR)

2.6.2 Submission through Sealed envelope

2.5.2.1 ONE ORIGINAL, single sided unbound of the proposal must be received by the Municipality prior to the date and time specified in the cover letter.

2.5.2.2 IN ADDITION to the copies required by paragraph 2.6.2.1 above, provide a flash drive containing a PDF copy of the complete proposal, including attachments.

2.5.2.3 All copies of the proposals shall be submitted in a single sealed cover which shall be plainly marked as a Request for Proposal Response with the Number and Title prominently displayed on the outside of the package.

2.5.2.4 Proposals must be delivered or mailed to:

Physical Address
Municipality of Anchorage
Purchasing Department
632 W. Sixth Avenue, Suite 520
Anchorage, AK 99501

2.5.3 Faxed or emailed proposals will NOT be accepted.

2.6 News Releases

News releases by or on the behalf of any Proposer pertaining to the award resulting from the RFP shall not be made without prior written approval of the Municipal Purchasing Director.

2.7 Disposition of Proposals

All materials submitted in response to this RFP will become the property of the Municipality of Anchorage. One copy of the submitted material shall be retained for the official files of the Purchasing Department and will become public record after award of the Contract.

2.8 Oral Change/Interpretation

No oral change or interpretation of any provision contained in this RFP is valid whether issued at a pre-proposal conference or otherwise. Written addenda will be

issued when changes, clarifications, or amendments to proposal documents are deemed necessary by the Municipality.

2.9 Modification/Withdrawal of Proposals

A Proposer may withdraw a proposal at any time prior to the final submission date by sending written notification of its withdrawal, signed by an agent authorized to represent the agency. The Proposer may thereafter submit a new proposal prior to the final submission date; or submit written modification or addition to a proposal prior to the final submission date. Modifications offered in any other manner, oral or written will not be considered. A final proposal cannot be changed or withdrawn after the submission date, except for modifications requested by the Municipality after the date of receipt and following oral presentations.

Modifications to electronically-submitted proposals may be made any time prior to the proposal deadline using BidExpress.

2.10 Late Submissions

PROPOSALS NOT RECEIVED BY THE DATE AND TIME AND AT THE LOCATION SPECIFIED IN THE RFP COVER LETTER WILL NOT BE CONSIDERED AND WILL BE RETURNED UNOPENED.

2.11 Rejection of Proposals

The Municipality of Anchorage reserves the right to reject any or all proposals if determined to be in the best interest of the Municipality.

2.12 Equal Employment Opportunity Contract Compliance

2.12.1 Every municipal contract shall include language substantially the same as the following: “The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, age, sex, sexual orientation, gender identity, marital status, or physical or mental disability. The contractor will comply with all laws concerning the prohibition of discrimination including, but not limited to, Title 5 and Title 7 of the Anchorage Municipal Code.”

2.12.2 Every municipal contract shall state, in all solicitations or advertisements for employees to work under the contract, that all qualified applicants will receive consideration for employment without regard to race, color, religion, national origin, ancestry, age, sex, sexual orientation, gender identity, marital status, or physical or mental disability.

2.13 Confidential/Proprietary Information

The content of proposals will be kept confidential until the selection of the Contractor is announced. At that time, the selected proposal is open for review to the competing proposers only (except for information properly identified as being proprietary). After the award of the contract, all submitted proposals shall become public information except for properly identified proprietary information. If a proposer wishes individual pages, which contain actual business, proprietary information to be held confidential, each page must be marked and an explanation furnished of its proprietary nature. In addition to marking individual pages, the Proposal's Cover must also be annotated with the words "THIS PROPOSAL CONTAINS PROPRIETARY INFORMATION". "Confidential and Proprietary" information is not meant to include any information which, at the time of disclosure, is generally known by the public and/or competitors. MOA's ability to treat information submitted as confidential is limited by Anchorage Municipal Code. Proposers concerned with the confidentiality of information submitted should familiarize themselves with the following Anchorage Municipal Code provisions:

AMC 3.90 Access to Public Records
AMC 3.90.010 Policy
AMC 3.90.020 Definitions
AMC 3.90.030 Information Available to the Public
AMC 3.90.040 Exemptions for Particular Records

3.0 SCOPE OF WORK

3.1 General Scope Requirements

The Consultant shall provide comprehensive, multidisciplinary professional design services necessary to deliver a fully coordinated, constructible, permit-ready, and operable Waste-to-Energy (WTE) facility in accordance with the Owner's Technical Performance Criteria (TPC), planning studies, and project objectives.

The Consultant shall serve as the Architect/Engineer of Record and shall be responsible for integration of all project components, including but not limited to:

- Waste receiving, tipping, storage, and material handling systems
- Combustion and boiler systems
- Steam turbine-generator and balance-of-plant systems
- Emissions control and continuous emissions monitoring systems (CEMS)
- Ash handling, processing, storage, and transport systems
- Grid interconnection and electrical distribution systems
- Process controls, instrumentation, and automation
- Coordination with and accommodation of separately designed PFAS treatment systems, including required site, utility, structural, electrical, controls, and permitting interfaces
- Site development, utilities, and supporting infrastructure
- Administrative, maintenance, and operational support facilities

The Consultant shall build upon Owner-furnished materials including:

- Conceptual design framework
- Technical Performance Criteria (TPC) document
- Site selection analyses
- Waste characterization and wasteshed analyses
- Baseline air quality and meteorological monitoring data
- Permitting strategy documentation

The Consultant shall review all available materials and identify additional data, investigations, or analyses required to advance the design.

The Project is anticipated to utilize a collaborative delivery model involving a Construction Manager-at-Risk (CMAR) and an Operator-at-Risk (OMAR). The Consultant shall coordinate closely with these parties throughout design to ensure integration of constructability, cost certainty, schedule alignment, and operational reliability.

3.2 Design Phasing and Milestones

The Consultant shall advance the design through progressive milestone submittals at approximately:

- 10% (Concept Validation / Alternatives Evaluation)
- 30% (Preliminary Design)
- 60% (Design Development)
- 95% (Pre-Final Construction Documents)
- 100% (Final Construction Documents)

Each milestone shall include:

- Updated drawings and specifications
- Updated Basis of Design (BOD)
- Updated equipment lists and major equipment data sheets
- Updated project schedule coordination inputs
- Identification of long-lead procurement items
- Coordination documentation with CMAR and OMAR

Formal review workshops shall be conducted at each milestone with participation from the Owner, PMO, CMAR, OMAR, Independent Cost Estimator, and other stakeholders.

The Consultant shall evaluate value engineering proposals and provide technical analysis of cost, risk, lifecycle impact, operability, and regulatory implications.

3.3 Basis of Design and Technical Objectives

The Consultant shall prepare and maintain a comprehensive Basis of Design (BOD) document that:

- Translates the TPC into detailed engineering criteria
- Defines throughput capacity and operational availability targets
- Establishes emissions performance and regulatory compliance criteria
- Defines redundancy philosophy and reliability objectives
- Identifies governing codes, standards, and design loads
- Addresses Alaska climatic and seismic conditions
- Identifies risk categories and occupancy classifications

The Consultant shall ensure full integration of:

- Boiler, turbine-generator, and emissions control systems
- Electrical generation and grid intertie requirements
- Control system architecture and cybersecurity considerations
- Process safety and operator accessibility
- Maintenance access and equipment replacement paths

The facility shall be designed to provide reliable long-term operation in the climatic and logistical conditions present in the Municipality. In developing the design, the Consultant shall consider the following objectives:

- Reliable and continuous operation meeting the requirements of the Utility receiving the power generated from the facility
- Operational compatibility, shared use, and integration with existing Municipal facilities, operations, and infrastructure
- Evaluate input on the needs of the various potential users of the facility, as identified by Owner and expanded upon by the Consultant
- Safe and efficient facility layout, including: material handling, equipment operation, site circulation, and transportation logistics
- Adequate redundancy and scalability
- Collaboration with the PMO to provide a design that takes into consideration lifecycle cost, safety, and operability
- Staffing levels and maintenance burden to operate the facility

The Consultant shall develop overall facility layout including equipment, storage areas, site amenities, landscaping, parking, and building layout. This will address at a minimum: material and equipment process flow, vehicular traffic flow, transportation to and from the site, site utilities, power intertie infrastructure, ash disposal and storage, water recirculation and treatment, air handling equipment and infrastructure, tipping and storage areas, equipment maintenance areas, soil treatment facility incorporation, future expansion considerations, administration and support spaces, and provisions for safe and efficient operations.

The Consultant shall evaluate alternative layout and equipment concepts where appropriate and recommend a preferred configuration based on operational efficiency, safety, and constructability considerations. A Facility and Equipment Alternatives Analysis summarizing the planning approach, alternatives considered, and recommended layout will be submitted to the Owner at the 10% and 35% milestones, at a minimum and as directed by the PMO.

3.4 Permitting and Regulatory Support

The Consultant shall provide comprehensive permitting support, including:

- Air quality permitting technical support
- Emissions modeling coordination
- Support for Title V and applicable federal requirements
- Land use and zoning compliance documentation
- Stormwater, wastewater, and utility permitting
- Support for federal, state, and local agency coordination

The Consultant shall coordinate closely with the Owner's permitting strategy and assist in preparation of technical documentation required for submittals.

3.5 Site, Civil, and Infrastructure Design

The Consultant shall provide complete site and infrastructure design, including:

- Topographic survey and geotechnical investigation coordination
- Site grading, drainage, and stormwater management
- Internal traffic circulation and truck queuing analysis
- Utility extensions and interconnections
- Power intertie infrastructure and substation interface
- Ash transport and storage logistics
- Snow management and winter operability considerations

Facility layout shall emphasize safe material flow, public separation, maintenance access, and future expansion capability.

3.6 Alternative Analysis and Optimization

The Consultant shall evaluate alternative configurations and equipment options where appropriate and submit a Facility and Equipment Alternatives Analysis at the 10% and 30% milestones, including:

- Combustion technology evaluation (as applicable to TPC)
- Boiler and turbine configuration options
- Emissions control system alternatives
- Ash handling methodologies

- Redundancy and scalability approaches
- Lifecycle cost comparisons

Recommendations shall consider capital cost, operating cost, risk profile, regulatory compliance, constructability, and long-term maintainability.

3.7 Construction Cost Estimating and GMP Support

Construction cost estimates at each milestone shall be prepared by the CMAR and Independent Cost Estimator. The Design Consultant shall support these efforts including but not limited to:

- Quantity take-offs
- Equipment pricing validation
- Market condition considerations
- Escalation assumptions
- Identification of cost drivers and risk contingencies
- Support for reconciliation with CMAR cost models

The Consultant shall support development of early work packages for long-lead or site preparation elements, as directed.

3.8 Project Execution Planning

The Consultant shall prepare a Project Execution Plan (PEP) addressing:

- Design coordination methodology
- Regulatory strategy integration
- Risk identification and mitigation strategies
- Long-lead equipment procurement coordination
- Construction sequencing considerations
- Integration with CMAR schedule development

The PEP shall be updated throughout design.

3.9 Project Management and Coordination

The Consultant shall:

- Conduct a kickoff meeting within two (2) weeks of Notice to Proceed
- Submit a Project Management Plan
- Maintain a detailed design schedule
- Provide regular coordination meetings
- Transmit design information timely to support cost and schedule reviews

The Consultant shall coordinate continuously with the PMO, CMAR, OMAR, Independent Cost Estimator, utilities, regulators, and other stakeholders as required.

3.10 Construction Phase Services

Upon authorization, the Consultant shall provide construction-phase engineering services, including:

- Review of shop drawings and submittals
- Responses to Requests for Information (RFIs)
- Design clarifications and supplemental instructions
- Site visits and observation reports
- Support for commissioning and startup
- Record drawing preparation

3.11 Lifecycle and Operational Considerations

The design shall prioritize:

- Long-term operational reliability
- Maintainability and equipment accessibility
- Staffing efficiency
- Safety and ergonomic design
- Lifecycle cost optimization
- Environmental compliance resilience
- Adaptability to future regulatory or feedstock changes

The Consultant shall coordinate with the OMAR to ensure operability considerations are embedded in the final design.

3.12 Reporting and Local Participation

This project will be managed by a Program Management Office (PMO) on behalf of the Municipality of Anchorage. The PMO strives to foster investment and business opportunities in Alaska. To track this objective, the Contractor selected for this project will be required to report the amount of local spending on a monthly basis with their invoicing. The details of the reporting will be negotiated with the professional services contract and may take the form of: number of Alaska based staff, hours worked by Alaska based staff, percentage of work performed by Alaska based staff, non-labor Alaska based costs (rentals, lodging, etc). If the Contractor has subcontractors, the reporting requirements will flow to all subcontractors working on the project.

4.0 PROPOSAL AND SUBMISSION REQUIREMENTS

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

below. Proposals shall not exceed ten (10) pages in length (excluding letter of transmittal, resumes, title page(s), index/table of contents, required attachments, or dividers). One page shall be interpreted as one side, single-spaced, letter size (8-1/2" X 11") sheet of paper, **or its electronic equivalent.** Excess pages will be removed prior to evaluation, which could result in incomplete responses and lower scores.

4.1 Title Page

Include the RFP number and subject, the name of your firm, address, telephone number(s), name of contact person, contact information (phone number, email address), and date.

4.2 Table of Contents

List the proposal's sections with page numbers. Include the page numbers for each RFP Evaluation Criterion.

4.3 Letter of Transmittal (Limited to one (1) page).

4.3.1 Briefly state your firm's understanding of the services to be performed and make a positive commitment to provide the services as specified.

4.3.2 List your company's contact for this RFP along with their phone number and email address.

4.3.3 Provide the name(s) of the person(s) who are authorized to make representations for your firm, their titles, address, email, and telephone numbers.

4.3.4 **The letter of transmittal must be signed by a corporate officer or other individual who has the authority to bind the firm.**

4.4 Evaluation Criteria

4.4.1 Project Methodology and Approach

Proposers shall provide a concise narrative describing their understanding of the WTE Project and their methodology for delivering a fully coordinated, performance-based, and permit-ready design consistent with the Owner's Technical Performance Criteria (TPC).

At a minimum, the response shall address:

- Project Understanding: Demonstrated understanding of the integration of waste receiving and processing systems, combustion and boiler systems, turbine-generator and grid interconnection, emissions controls, ash handling, and supporting infrastructure within the Alaska regulatory

and operating environment. Proposers shall describe how they will translate conceptual planning and performance criteria into a cohesive, constructible facility design.

- Design Advancement Strategy: Approach to progressing the design through milestone submittals (10%, 30%, 65%, 95%, Final), including alternatives evaluation, identification of long-lead equipment, cost estimating integration, value engineering, and quality control procedures.
- Collaboration Model: Methodology for coordinating with the PMO, Construction Manager-at-Risk (CMAR), Operator-at-Risk (OMAR), PFAS Treatment Design, and Independent Cost Estimator (ICE) to incorporate constructability, cost validation, operational input, lifecycle considerations, and risk mitigation throughout design development.
- Permitting and Regulatory Integration: Strategy for incorporating air quality, land use, utility interconnection, and other regulatory requirements into the design process to minimize schedule risk and support timely approvals.
- Technical Integration and Risk Management: Approach to interdisciplinary coordination, systems integration, lifecycle cost optimization, and identification and mitigation of technical and commercial risks.
- Schedule and Quality Management: Preliminary design schedule demonstrating key milestones and coordination activities, along with a description of the firm's internal QA/QC and document control processes.

Proposers are encouraged to identify value-added strategies that enhance reliability, reduce lifecycle cost, improve constructability, and strengthen long-term operational performance.

4.4.2 Key Project Personnel Qualifications and Experience

Specific qualifications and past experience of the assigned project manager, key project personnel on the team, including subject matter experts and subconsultants that will provide services on behalf of the firm. Resumes should be included for each of the individuals and subconsultants referenced. Resumes should include education, professional registrations, years of Municipality experience, and years of other industry experience performing work as it relates to the scope of this RFP.

A project team schematic or organizational chart explaining personnel that will be assigned to the project with their roles to be performed under the contract; a statement of staff availability, which includes the project manager; commitment to the project; and staff location. Based upon the proposed project schedule, note any and all conflicts regarding the availability and

location of the project manager and key personnel during performance of the contract.

4.4.3 Firm Qualifications and Experience

Proposers shall demonstrate that their firm possesses the organizational capacity, technical depth, and directly relevant experience necessary to successfully deliver a project of this scale, complexity, and regulatory significance. Particular emphasis shall be placed on demonstrated experience with Waste-to-Energy facilities, thermal treatment systems, utility-scale power generation, complex emissions control systems, and large industrial infrastructure projects requiring multidisciplinary integration.

The response shall clearly describe the firm's experience serving as Engineer of Record for comparable facilities, including projects involving combustion and boiler systems, steam turbine-generator integration, balance-of-plant design, electrical distribution and grid interconnection, air emissions control technologies, ash handling systems, and industrial site development. Proposers shall identify projects delivered under collaborative or progressive delivery models, including CMAR or similar preconstruction partnerships, and describe their experience supporting cost reconciliation, value engineering, and Guaranteed Maximum Price (GMP) development.

Proposers shall provide at least three (3) representative project examples of similar scope or technical complexity. For each project, include:

- A brief project description and relevance to the proposed WTE facility;
- The firm's role and specific responsibilities;
- Total project value and delivery method;
- Experience with permitting and regulatory coordination;
- Experience integrating power generation systems and utility interconnections;
- Key challenges encountered and how they were resolved; and
- Client reference contact information.

The Municipality will give strong consideration to firms that demonstrate successful delivery of facilities operating under stringent air quality and environmental regulations, as well as those with experience designing infrastructure in cold climates, remote logistics environments, or similarly constrained operating conditions.

In addition to technical capability, proposers shall describe the firm's internal resources, quality management systems, document control procedures, and financial capacity to support a multi-year, high-visibility infrastructure project. The Municipality is particularly interested in firms that demonstrate long-term

commitment to their projects, stable staffing models, and the ability to maintain continuity of key personnel from design through construction support.

The evaluation will emphasize depth of directly relevant experience, demonstrated performance on comparable projects, and the firm's ability to manage risk, complexity, and regulatory integration consistent with the objectives of this WTE initiative.

4.4.4 Available Resources

Proposers shall describe access to specialized services to successfully complete the scope of work required in this RFP—whether in-house or through subconsultants—such as engineering support, regulatory and permitting expertise, along with the administrative and logistical capacity needed for project management, reporting, and coordination. The description should make clear how these resources will be applied to ensure timely, accurate, and successful completion of the scope.

4.4.5 Location and Local Presence

Proposers shall identify the primary location(s) from which services will be provided and describe their ability to support in-person coordination with the PMO, CMAR, O&M Advisor, utilities, regulators, and other stakeholders as required. Proposers shall also describe any existing local or regional presence, including Alaska-based staff or subcontractors, and their familiarity with the Anchorage and Southcentral Alaska operating environment. Preference will be given to firms that are more accessible to the Department—whether through proximity to Anchorage, the ability to mobilize staff to Alaska on short notice or maintaining a consistent in-state presence.

4.5 Fee Schedule

A Fee Schedule is not required with the proposal as it will not be used in the evaluation. After proposals are evaluated and scored, the highest rated Proposer will be required to provide a fee schedule to show direct labor rates, indirect labor rates, (General and Administrative (G&A) expense; overhead, fringe benefits, insurance, etc.), and proposed profit in a tabular format for the personnel to be utilized on this contract.

Payments for Other Direct Costs (EXPENSES) will be made for actual substantiated costs that are directly chargeable to and necessary for performance of services assuming they are not recovered through the Indirect Cost Rate. "Markup" of Expenses is prohibited. This does not include mark-up on subconsultants, which will be negotiated and treated as a fixed fee.

After contract negotiations are complete, the selected contractor will provide a fully loaded fee schedule for all services required for the performance of the work. This

fee schedule shall be inclusive of all direct labor rates, overhead, G&A, insurance, fringe benefits, profit, etc. This Fee Schedule will become an appendix to the contract, which will become public information.

5.0 EVALUATION CRITERIA AND PROCESS

5.1 Evaluation Criteria Weighting

The criteria to consider during evaluations, and the associated point values, are as follows:

1. Project Methodology and Approach	30 points
2. Key Project Personnel Qualifications and Experience	25 points
3. Firm Qualifications and Experience	25 points
4. Resources	10 points
5. Contractor Location and Local Presence	10 points
Total Points Available	**100 points**

5.2 Qualitative Evaluation Criterion

Firms will be ranked using the following qualitative rating factors for each RFP criterion:

1.0 Outstanding
.8 Excellent
.6 Good
.4 Fair
.2 Poor
-0- Unsatisfactory

The rating factor for each criteria category will be multiplied against the points available to determine the total points for that category.

EXAMPLE: If an evaluator decides that the response provided for a criterion that has a maximum of 30 points was “Good,” they will assign a “qualitative rating factor” of 0.6 to that criterion. The qualitative rating factor is then multiplied by the maximum points available (30) for a resultant 18 points.

5.4 Evaluation Process

A committee of individuals representing the Municipality of Anchorage will perform an evaluation of the proposal(s). The committee will score the proposal(s) as

submitted. The Municipality of Anchorage reserves the right to award a contract solely on the written proposal.

The Municipality also reserves the right to request oral interviews with the highest ranked firms (short list). The purpose of the interviews with the highest ranked firms is to allow expansion on the written responses. If interviews are conducted, a maximum of three (3) firms will be short-listed. A second score sheet will be used to score those firms interviewed. The final selection will be based on a combination of written proposals and interviews. The same categories and point ranges will be used during the second evaluation as for the first. The highest ranked Proposer after the second scoring, if performed, may be invited to enter into final negotiations with the Municipality for the purposes of contract award.

6.0 SELECTION PROCESS

The Proposer with the highest total evaluation points may be invited to enter into contract negotiations with the Municipality of Anchorage. If an agreement cannot be reached, the second highest Proposer may be contacted for negotiations. This process may continue until successful negotiations are achieved. However, the Municipality reserves the right to terminate negotiations with any Proposer should it be in the Municipality's best interest. The Municipality of Anchorage reserves the right to reject any and all proposals submitted.

7.0 SAMPLE CONTRACT

All Proposers must carefully read and review ATTACHMENT A - Sample Contract. The final Contract with the Municipality of Anchorage will be substantially similar to it.

If a Proposer wishes to make changes to the Sample Contract, the proposed changes must be submitted with the proposal. All desired changes must be submitted in a separate document, and must be clear, legible, and conspicuous. The Proposer must also provide the rationale for all proposed changes. No changes will be considered until after the highest scored proposal(s) has been determined.

IF NO CHANGES ARE SUBMITTED WITH THE PROPOSAL, IT IS UNDERSTOOD THAT THE TERMS AND CONDITIONS OF THE SAMPLE CONTRACT HAVE BEEN ACCEPTED.

8.0 ATTACHMENTS

Attachment A - Sample Contract