Company: Veridian Connections Inc.
Submission To: Audit and Risk Management Committee

For meeting to be held on:	Submitted By:	For:
September 1, 2016.	Peter Petriw	Information
Subject: Seaton Transformer Station Owner's Engineer Selection Through Sole Source Justification		

1. Background

Additional information was requested by the Audit and Risk Management Committee at its September 1, 2016 meeting in regards to the selection of Costello Associates as the Owner's Engineer. The information that follows is associated with and expands upon material within the Seaton Transformer Station Business Case dated August 17, 2016 and meets the Committee's request.

Section 7.2 of the Business Case identified that the Owner's Engineer contract model would be selected for the Veridian-build scenario of the Seaton Transformer Station (Seaton TS) project. There would be heavy reliance on the Owner's Engineer and their experience to assist Veridian in managing this project under this scenario.

Section 7.3 of the Business Case identified that under a Veridian-build scenario, Costello Associates would fill the role of Veridian's Owner Engineer/Project Manager. The intent is to engage Costello Associates through a sole source contract since they are the only known consulting company capable of providing the services required for the Seaton TS project based on their specific industry and project knowledge and experience. The information that follows details the rationale behind pursuing the sole source option for Costello Associates. Sole sourcing is acceptable per Veridian's Purchasing Policy provided that it is supported by solid justification.

2. Owner's Engineer Role Overview

An Owner's Engineer is an engineer who is hired by the Owner and provides the engineering, procurement and construction management services. The Owner's Engineer is not involved in the design and construction of the project directly, but acts as an advocate and agent for the Owner to apply due diligence. The Owner's Engineer represents the Owner during all phases of the project to confirm that the work is being completed as per the technical specifications as well as complying with all other rules and regulations.

With this role, it is therefore necessary that the Owner's Engineer must be independent with no affiliations or vested interests in any electrical equipment manufacturer, consulting engineering firms or construction companies that could be involved in the project. Using the Owner's Engineer contract model approach, other companies will be contracted by the Owner directly to provide all other services which will be managed by the Owner's Engineer on the Owner's behalf so it is vital to have no conflicts of interest in regards to these contractual arrangements.

Costello Associates have clearly stated this independence in their Owner's Engineer proposal dated March 3, 2016 to Veridian. This proposal was included as an agenda item for the September 1, 2016 Audit and Risk Management Committee meeting.

With the Seaton TS project, Veridian does not have the engineering experience or resources needed to monitor and manage the project on its own and would heavily rely on the Owner's Engineer/Project Manager to assist in this significant responsibility.

3. Seaton TS Project History with Costello Associates

Veridian staff have worked closely with Costello Associates since 2013 and they have completed the following work related to the Seaton TS project:

- Feasibility Study
- Review of Load Forecast
- Supply Options Study (Appendix 1 in the Business Case)
- Conceptual Design
- Coordination with Hydro One and IESO
- Engineering Services RFP preparation

There is high confidence in Costello Associates' competency, knowledge and experience, obtained through other LDC TS projects that have greatly assisted Veridian in completing the above listed work. Costello Associates are headquartered in Sudbury and have a London office. A combination of conference calls and physical presence meetings have proved to be effective and cost and time efficient. There is enough knowledgeable staff depth for back-up support during vacation and other absences.

4. Costello Associates Competency

Costello Associates is currently serving in the capacity of Owner's Engineer/Project Manager with [redacted] on their TS project which is nearly parallel in timing to Veridian's. Costello Associates have had extensive experience in this capacity with other LDCs on their TS projects; [redacted] Costello Associates' involvement on nearly every LDC TS constructed since market opening, along with Veridian's own experience, makes them an excellent choice for this role. Costello Associates' extensive experience and their company profile was included in their Owner's Engineer proposal for the September 1, 2016 Audit and Risk Management Committee meeting.

Stephen Costello is the president of Costello Associates and will be in the Owner's Engineer/Project Manager role for Veridian. Stephen has significant personal LDC experience from his initial employment at Waterloo North Hydro through to present day. Stephen is very familiar and comfortable working within the utility environment and knowledgeable of the challenges to be encountered as well as the solutions around them.

It was because if this knowledge and experience that Costello Associates was engaged to act as Veridian's Owner's Engineer. It is of key importance that the Owner's Engineer/Project Manager be an experienced firm whose record shows successful completion of recent transformer station projects for other Ontario-based LDCs similar to the Seaton TS project.

5. Costello Associates Selection as Owner's Engineer with Other LDCs

The Owner's Engineer/Project Manager is a niche role that Costello Associates fills for LDCs for their TS projects. As noted above, Costello Associates has worked with a number of LDCs.

[redacted] did not go through an RFP process, but engaged Costello Associates through an ongoing working relationship that developed over years with each LDC staff through the various tasks required in their projects. [redacted] used Costello Associates as a

technical resource on their TS project. [redacted] assigned a staff engineer to start with Costello Associates, who then took over more duties from them as the project progressed towards completion. This staff engineer position at [redacted] is similar in concept to that proposed at Veridian of the new Stations Engineer position.

[redacted] went through an RFP process which resulted in Costello Associates being selected. Seven (7) bidders were invited with three (3) submitting bids. In addition to Costello Associates, the other two bidders were large engineering consulting firms. If either of these two firms had been selected, a conflict of interest would have resulted as these same firms would be those which would have been included on the Engineering Services RFP bidders list. The other non-bidding companies were either engineering consulting firms or construction firms. To maintain independence and avoid a conflict of interest, the position of Owner's Engineer/Project Manager cannot be the same company as either the successful Engineering Services bidder or the successful Construction Contractor bidder. Costello Associates was also able to provide a menu of available tasks/services with costs in their proposal for [redacted] to select from. This allowed choice and control over how much or how little to utilize Costello Associates based on their own staff capabilities and competencies to complete some tasks. Costello Associates' smaller company size and flexibility was considered as an advantage when compared to the larger firms even though they were not the lowest cost bidder.

Veridian was aware of the Costello Associates history and experience and was confident enough to engage them as the Owner's Engineer/Project Manager without the RFP process and proceed as a sole source contract. Veridian's engagement of Costello Associates evolved similarly to that of [redacted]

From information received from other LDCs, there is no other company that is able to realistically compete with Costello Associates in the Owner's Engineer role for this type of project. Costello Associates' combined experience level, both from a technical aspect as well as the political aspect of working with Hydro One and the IESO, along with their flexibility and nimbleness to be responsive to the Owner is unmatched. Veridian staff agrees with this assessment.

6. Costello Associates Owner's Engineer Proposal

Costello Associates' Owner's Engineer proposal to Veridian not only included their extensive LDC experience, their capabilities and staff information but also provided eight (8) main task block menu cost items similar to that received by [redacted] These eight blocks clearly show the breakout and allows unbundling of services to as much as Veridian would like and by determining what it needs. Individual purchase orders can be issued for each task block in order to maintain a greater control over tasks and costs, or as one single purchase order for the entire menu of services with milestone payments associated with the task blocks. The proposal's maximum upset price without HST is [redacted] should all task blocks be utilized. Only actual hours of work will be billed. Based on knowledge and experience, the labour rates quoted in the proposal are competitive to the market. This maximum upset price represents [redacted] of the total estimated $47.7M Seaton TS project cost. The upset price is within Veridian's Purchasing Policy approval limits of the CEO.

Overall, Veridian staff have full confidence in Costello Associates and that the teamed effort will ensure a safe, on-time, on-budget successful end result to the Seaton TS project.

Project Consultant for 230 – 27.6 kV Seaton Municipal Transformer Station (MTS)

Prepared for:

Veridian Connections Inc.

costello
Utility Consultants

March 3, 2016

costello
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March 3, 2016

Peter Petriw, P. Eng.
Veridian Connections Inc.
55 Taughton Road East
Ajax, ON L1T 3V3

SUBJECT: Proposal for Owner's Engineer

Dear Mr. Petriw,

We are pleased to provide Veridian with our proposal for engineering and management services.

Costello Associates Inc. is a professional engineering firm that exclusively services the municipal electric utility sector. Our senior staff are seasoned former LDC engineering and operations executives, with over 180 years of combined utility experience. We provide detailed utility engineering services in stations, overhead distribution, underground residential distribution, underground cable rehabilitation, commercial/ industrial services, street lighting design, asset management, and technical regulatory management. We are industry leaders in smart grid technology, and are actively deploying protection, control, automation, and communication systems in support of Ontario's smart grid initiatives.

Costello Associates staff has designed, constructed, commissioned, and managed over 15 LDC municipal transformer station projects and over 20 LDC distribution stations. We are intimately familiar with the technical, regulatory, and administrative requirements of the OEB's Transmission System Code, the IESO SIA process, and Hydro One connection processes. We have acted as the Owner's engineer/project manager for several LDC MTS projects.

We propose to work closely with Veridian staff in the overall management of this project. Our goal is to provide project management and engineering expertise to ensure that the project is completed safely, on schedule and on budget while at the same time ensuring that once the station is fully commissioned and in service, LDC staff are fully competent and confident in being able to operate in compliance with the Market Rules.

We are very interested in working with Veridian and believe that our experience with assisting LDC's complete similar projects will make us a valuable member of your project team.

If you have any questions or concerns, or would like to schedule a follow-up meeting, please feel free to contact me at your convenience.

Respectfully Submitted,

Stephen Costello
President
Costello Associates Inc.

Proposal Overview

1 Overview

Costello Associates (CA) is a licensed engineering firm that exclusively services the electricity transmission and distribution sector in Canada. The company was formed in 2007 by Stephen Costello following a 20 year career with Westinghouse, Waterloo North Hydro, Norfolk Power, and Sudbury Hydro. CA is based in Sudbury, with offices in London and Brampton. We now have a staff of 12 engineers and technologists, and our business continues to expand.

Stephen was responsible for station design, construction, and operation at Waterloo North Hydro. Waterloo has owned municipal transformer stations since the early 1960's, and was the first distributor to construct a new 230 kV TS after the inception of the Transmission System Code. Since that time, Stephen has assisted ten LDC's in building their first municipal transformer station.

We have recently assisted [redacted] with similar 230 kV station projects. In these examples, we have acted in a very similar capacity required by your RFP. We have numerous technical standards, RFP documents, and equipment designs that can be re-used for your project. This will assist you with your schedule and your budget. Our practice is to only charge for the time that it takes to modify our existing documents, not for the perceived value of the work.

We have no affiliations or vested interests in any electrical equipment manufacturer, consulting engineering firms, or construction companies. We have excellent relationships with suppliers and contractors, which will again help the project run smoothly and economically.

2 Solution Overview

There are a number of ways that we have assisted LDC's with similar projects. In all cases, we have acted as the LDC's virtual staff member, their internal "stations expert" that would keep the project on track. We have provided varying degrees of oversight on the project, based on the LDC's internal resource availability and knowledge level.

Using [redacted] as an example, we started off providing very detailed guidance on all aspects of the regulatory, business case, and engineering. Shortly after the project started, [redacted] assigned an engineer to the project who gradually became more involved as the project progressed. In addition to acting as project managers, we provided mentorship to help their engineer become more knowledgeable and comfortable with the project. The need for our assistance gradually reduced as the project went on. [redacted] provided their own construction oversight and we were not involved in regular site visits at that stage of the project.

In other cases, we acted as the project manager from start to finish. This was usually due to the fact that the LDC did not have any internal resources available to work on the project, or they didn't have sufficient technical background. In that case, we handled all aspects of the project on behalf of the utility, with clear

lines of communication to senior LDC staff for regular reporting of updates, budget tracking, change orders, risk factors, scheduling, and safety compliance.

We are happy to help Veridian in any way that you desire on this project. We are able to provide as much or as little project management as you see fit. We have provided budget costs for provision of a very detailed level of project management and engineering oversight. This is a worst-case scenario. We can discuss the scope in more detail and adjust the level of engagement as you see fit.

We propose that Stephen Costello will be the single point of contact for this project. Stephen is based in Sudbury, but is in the GTA regularly for other projects and we expect that travel time and costs will be minimized and shared amongst various projects and clients. Ron LaPier will be the second key person on the project. Ron has over 25 years of utility and industrial experience, and has also assisted several LDC's with MTS projects. Ron is based in our London office, and regularly works with GTA utilities. We have other engineers that can assist as needed throughout the project.

Our expectation is that Veridian will have an internal project manager assigned to this project. That manager will coordinate with our project manager on all aspects of the project. All of our reporting in terms of budget reviews, safety compliance, site visit reports, technical oversight of engineering and manufacturing, would be directed to the Veridian project manager. We use a formal change order management process system, and again any required change orders would flow through our project manager to the Veridian project manager. This process includes a means for the Owner to formally accept or decline any change.

In order to maintain the project schedule, there are a number of tasks that need to begin immediately. In our view it is critical to hire your engineering consultant and get them started on the detailed engineering. We expect that we could produce a specification for this work within two weeks of award. It is also critical to start the IESO SIA process. Again, we can hit the ground running on this project, which will help you maintain your schedule.

We have provided a detailed breakdown of job tasks and associated costs that can be considered. This is a menu-approach, whereby you can select some or all of the tasks that you feel are necessary for your needs. We are completely flexible, and can add or remove tasks as you see fit. We will only work on tasks that you approve in advance, and will maintain and provide detailed records on all of our activities for your review and approval.

3 Company Profile

Costello Associates is currently working with over 25 Ontario LDC's, as well as transmission and distribution utilities in PEI, New Brunswick, Alberta, and British Columbia. A complete list of current customers is included in Section 2.

We have assisted Ontario LDC's in the design and construction of 15 MTS's and 20 MS/DS's. We are also involved with numerous distributed generation, distribution automation, smart grid, and high speed communication system projects in Ontario. The protection and control systems employed in our recent MTS projects are all equipped with advanced communication abilities and are "smart grid enabled/ready".

Costello Associates is in good standing with WSIB, and carry [redacted] insurance.

3 Implementation Approach

Costello Associates proposes to offer project management and engineering oversight for your MTS project consistent with your RFP specification. We have sufficient internal resources for this project, and will not outsource or sub-contract any additional services.

Again, we propose to act as an extension of your internal staff and provide you with a “temporary internal expert” for the duration of the project. We will act in your best interests, to make sure that this project is completed safely, on time, and on budget.

Our unique position as former LDC staffers allows us to work between the LDC customer and engineering consultants and general contractors in a collaborated way. It is worth stating a second time that we have excellent relationships with the large multi-discipline engineering firms, general contractors, and large power equipment manufacturers. Our previous positive working experiences with all of these people will be very helpful to Veridian in completing your project.

4 Pricing

A detailed summary of tasks and associated costs are attached. We will work on a time and material basis or on an upset limit basis, for a specified scope of work. We offer this summary of tasks for your consideration, and remain flexible to add or delete tasks as you see fit. We believe that although having good project management can be seen as expensive, you will ultimately save far more in the long run by avoiding delays and errors, and ensuring reliability.

Please note that we have assisted LDC’s with the development of training programs, operating directives, and start-up procedures. We can discuss this with you if desired.

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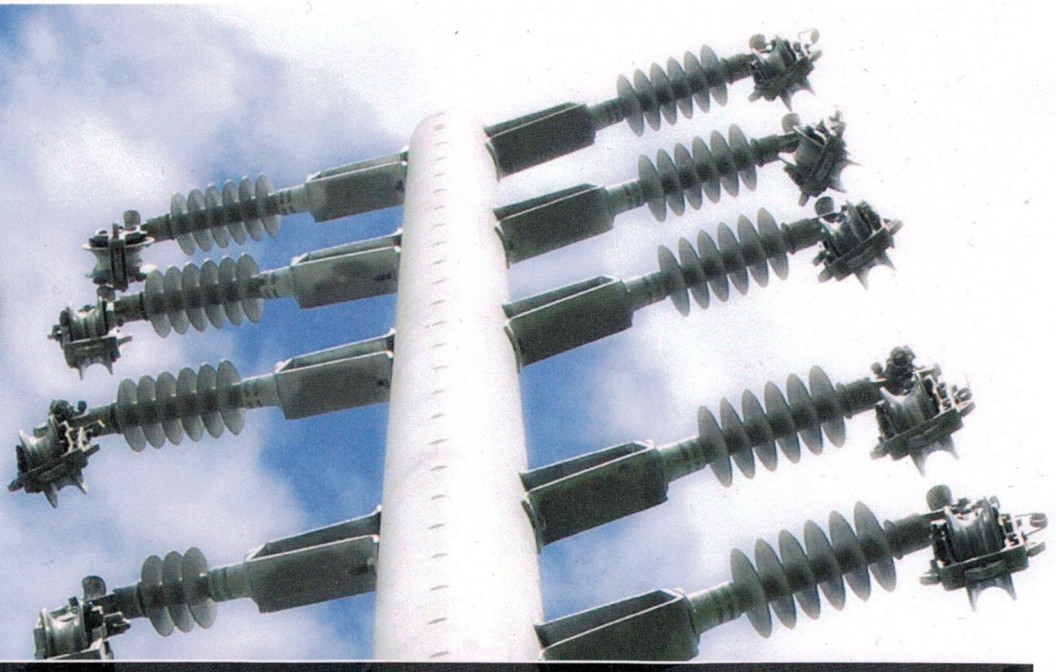
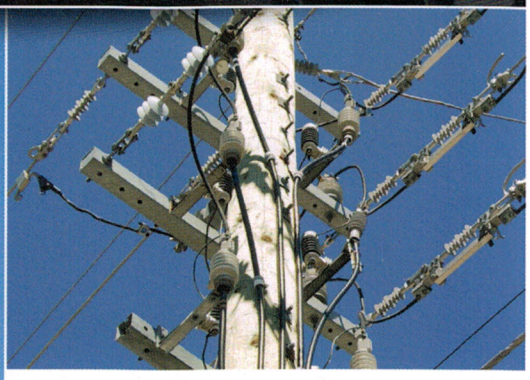


Proudly serving electric distribution utilities and major power consumers.



Municipal Transformer Stations:

When faced with Transformer Station's nearing rated capacity, more and more distribution utilities are building their own Municipal Transformation stations in order to meet their growing load requirements. We help utilities analyze the need for additional capacity, work with the transmitter to explore options, assist in the negotiation of supply contracts, develop budgets for the MTS, and do cost-benefit analysis to lead to a decision for how to provide new capacity.

Should the client opt for building a new station, we can then help the utility to coordinate all the engineering and construction aspects of the project, and act as the owners independent consultant in managing the project to ensure that the project is on-time, on-budget, and is completed safely.

Distribution Engineering:

Overhead and underground distribution systems design, including third party attachments and non-linear structural analysis to meet ESA Reg. 22/04 and CSA 22.3 No. 1. Services include designs for highway and railway crossings, underground residential subdivisions, and overhead pole lines.

Asset Condition Assessments and Distribution System Plans:

Utilities are under growing pressure to demonstrate that they are proactively assessing and managing their assets. We assist Ontario LDC's with their Asset Condition Assessments (ACA) and Distribution System Plans (DSP) to support short and long term planning strategies and to support OEB Chapter 5 filing requirements.

Along with our clients, we develop priorities for assessing substations, overhead and underground power systems, as well as associated support systems such as GIS, SCADA, and asset management applications. Asset management plans are created to prioritize programs to maintain and replace assets, and to improve reliability.

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Municipal Substations:

We assist utilities with the planning, budgeting, engineering, construction, and commissioning of new municipal substations. Our designs have been used in the recent construction of several 44 kV substations, ranging in size from 5 – 20 MVA.

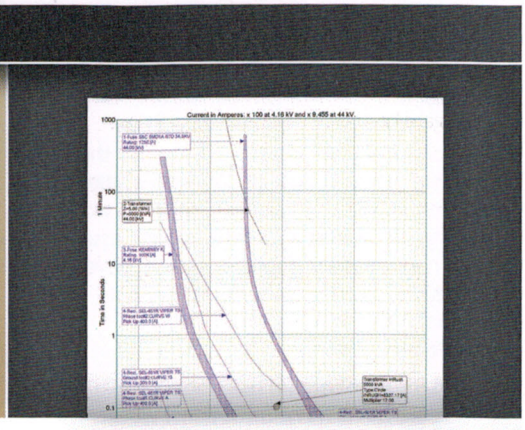
Our understanding of substation design, protection and control, SCADA, and distribution automation ensure that the new substations are safe, reliable, and smart grid ready, and will provide 40 years of service.

Utility Voice and Data Wireless Communication:

We assist utilities in the design, construction, configuration, and troubleshooting of their wireless voice and data networks that are used for operational support. Voice communication has become indispensable to field personnel for safety and reliability reasons. Voice networks must have necessary range, and tower sites must be secure and have backup power supplies. Wireless data networks are being used for Scada and distribution automation, as well as for mobile data applications such as field GIS, dispatching, work order management, AVL, email, and records access. Data networks must be secure and in some cases meet federal standards for IT security.

Customized Training:

Customized Training: working with our customers, we develop and deliver custom technical training. We specialize in the creation of custom technical training videos that become property of the client, and can be delivered on demand. A perfect safety meeting solution that can be pulled off the shelf on short notice (i.e. for inclement weather). Developed courses include SCADA integration, Distribution Protection and Co-ordination, Protective Relaying in Distribution Systems, and Work Protection Compliance.



Construction Management:

We understand the need to complete projects on time, on budget, and to maintain the highest safety standards. Our associates have extensive project and construction management experience, and are trained in the requirements of the OHSA and Construction Regulations in Ontario.

Scada and Distribution Automation:

We have specified, procured, programmed, and commissioned numerous Scada systems for Ontario municipal utilities. We have also coordinated the interconnection of several muni-Scada systems with Hydro One and the IESO through ICCP protocol. We have hands-on experience in programming, communications, hardware, and IED integration.

Power Systems Analysis:

We perform power systems studies including short circuit analysis, load flow, coordination, arc flash analysis, and connection impact assessments.

costelloassociates.ca

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Company Profile

- Engineering, Operations, and Regulatory Consulting
- Exclusive to Electrical Distribution Utility Sector
- Principal staff former Ontario LDC executives
- Formed in 2007
- Brampton, Guelph, London, and Sudbury based

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Core Services

- Distribution Engineering Group
  - Overhead distribution
  - Third party attachments
  - Railway and highway crossings
  - Non-linear structural analysis for Reg 22/04 and CSA 22.3
  - Underground subdivisions and rebuilds
  - Commercial & Industrial services

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Core Services

- Stations Engineering Group
  - TS Capacity and TS Expansions
  - Station design up to 230 kV
  - Protection and Control Systems
  - SCADA
  - Distributed Generation Protection
  - Distribution Automation
  - Smart Grid Communication
  - Systems

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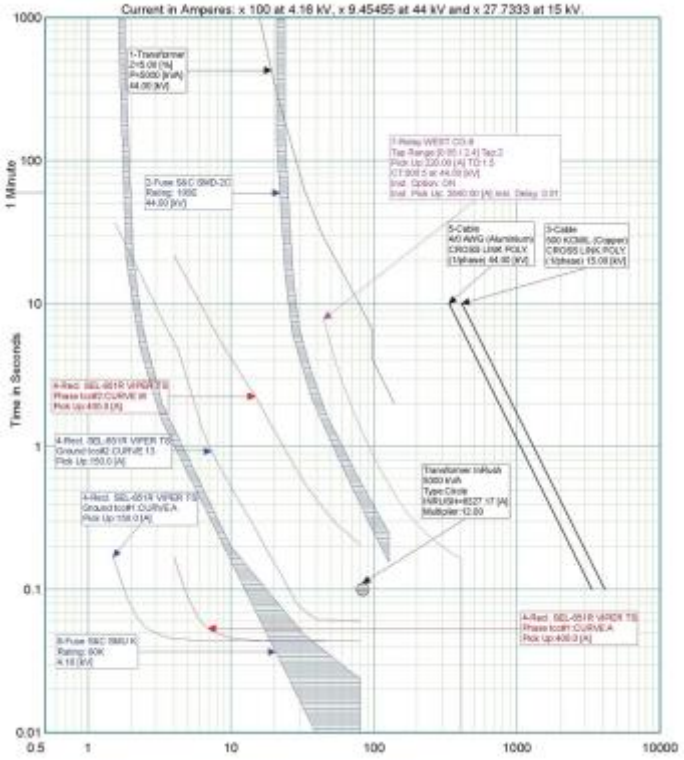
Core Services

- Power Systems Engineering
  - Short circuit analysis
  - Coordination studies
  - Arc flash assessments
  - Distribution load flow analysis
  - Connection Impact Assessments



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Core Services

- Professional Services
  - Asset Management Programs
  - Distribution System Plans
  - Regulatory support for COS/IRM applications, interrogatories, hearings
  - Technical training
  - Project Management
  - Construction Inspections

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Key Staff

- Ron Lapier, P.Eng.
  - VP Engineering
  - Over 25 years of utility and consulting experience
  - Engineer of record of most current USF standards
  - Extensive distribution engineering experience
  - Stations, protection, and control experience

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Key Staff

- Remy Fernandes, MBA
  - VP Professional Services
  - Former CEO of Hydro One Brampton
  - Executive, regulatory, engineering, and operations experience
  - Working with small to mid-sized utilities to find reasonable cost-effective solutions to meeting Chapter 5 requirements

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Key Staff

- Henri Robillard
  - VP Operations
  - Former LDC Operations manager and GM of small LDC
  - Spent last three years supervising major telecom attachment project – fibre to home
  - Responsible for all field coordination with LDC (work protection, job planning, outage scheduling, quality assurance)
  - Construction inspection
  - Field data collection

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Key Staff

- Gerard Roche, CET
  - Senior Associate
  - Over 30 years of LDC experience
  - Distribution systems planning, design, and construction
  - GIS systems
  - Project management
  - Construction supervision

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Key Staff

- Stephen Costello, CET
  - President and Founder
  - Over 27 years of engineering and operations experience
  - Waterloo North Hydro, Norfolk Power, Sudbury Hydro
  - Stations design and construction <230 kV
  - SCADA systems
  - Protection and Control
  - Distributed Generation – CIA's, protection, SCADA
  - Distribution Automation – Protection, control, communications
  - Power Systems Analysis
  - Asset Management

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Support Staff

- Distribution Engineers / EITs
- Protection and Control Technologists
- Drafting / Technicians
- Clerical / Administrative
- Currently hiring new positions

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Ontario LDC Customers

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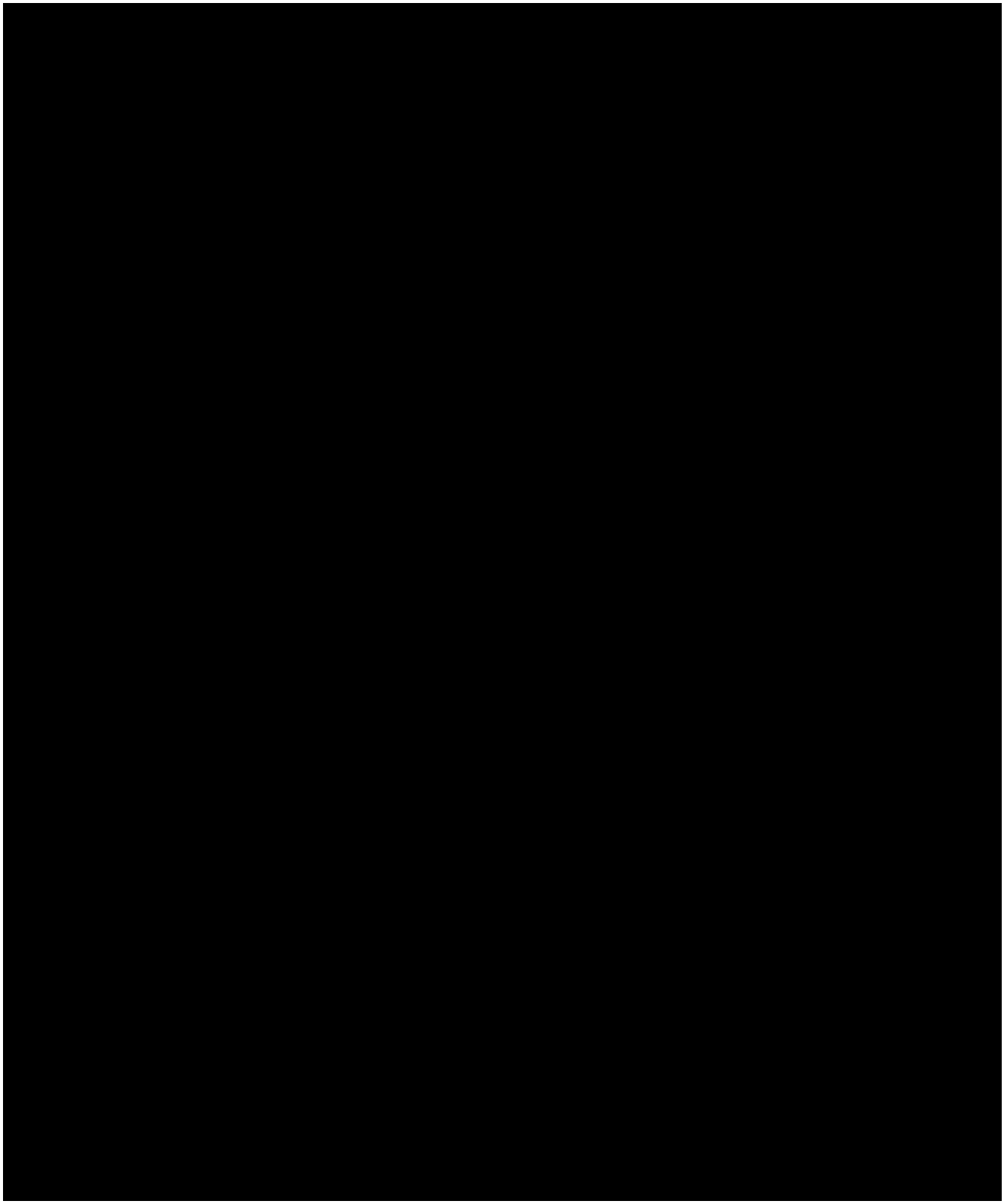
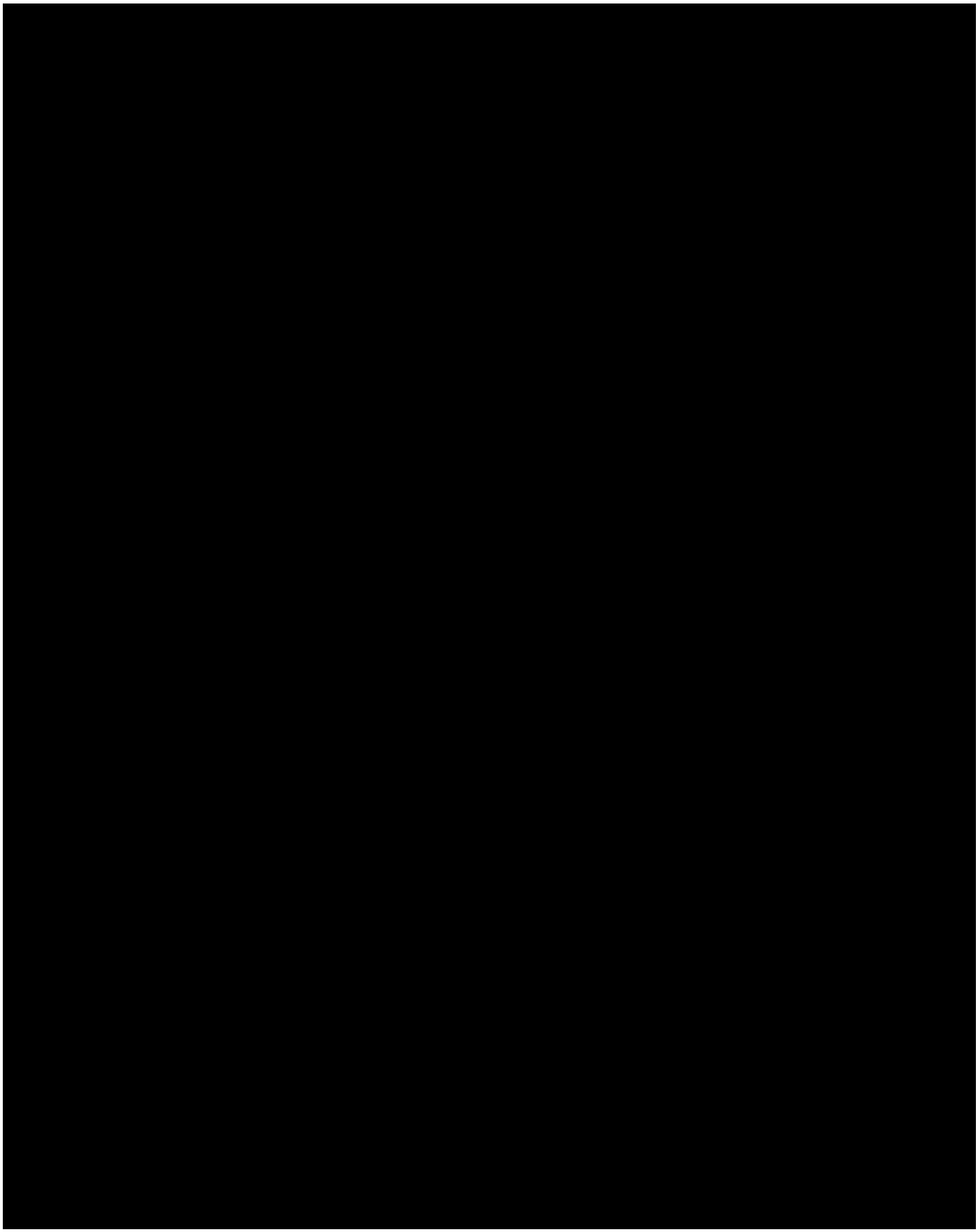
Project Experience: **Municipal Transformer Stations**





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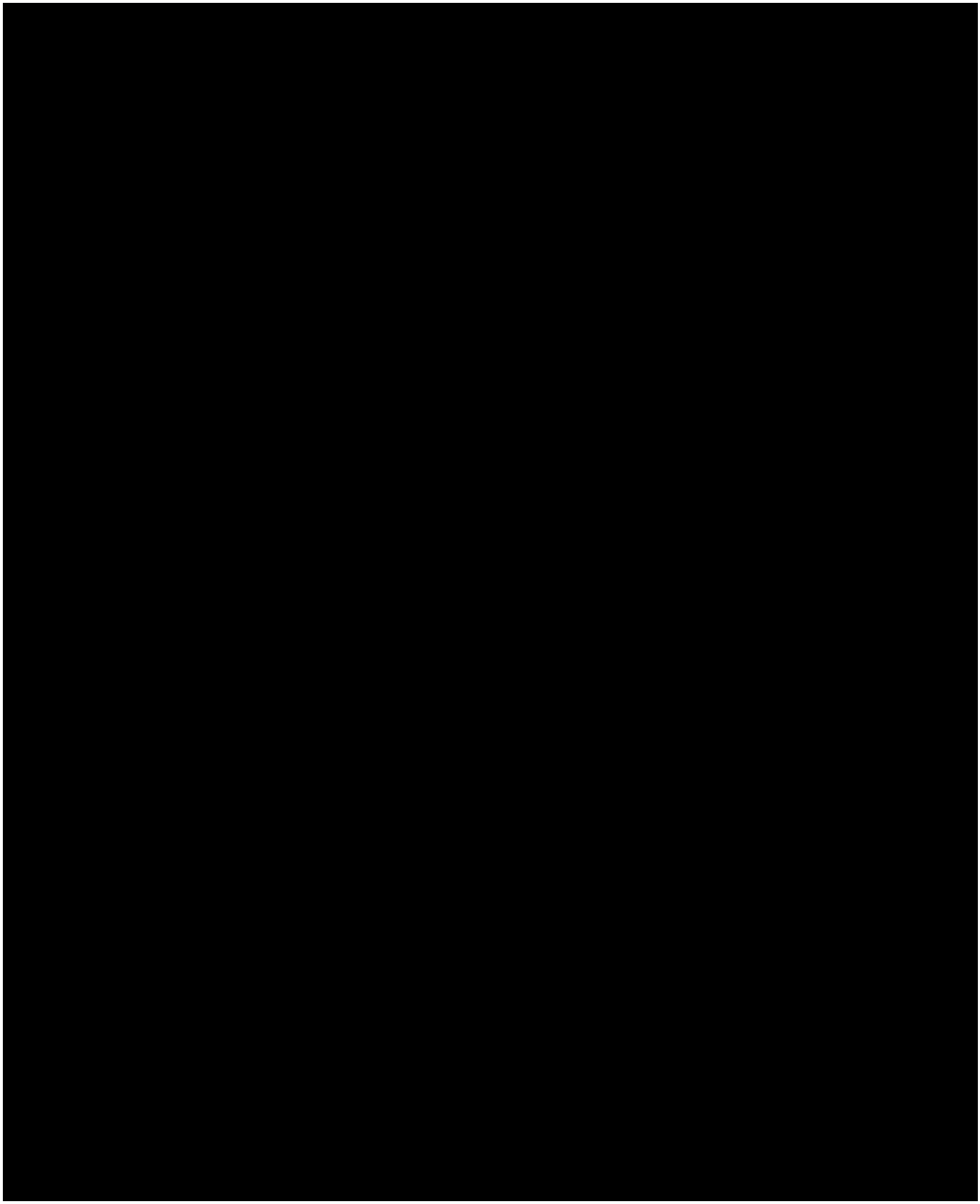

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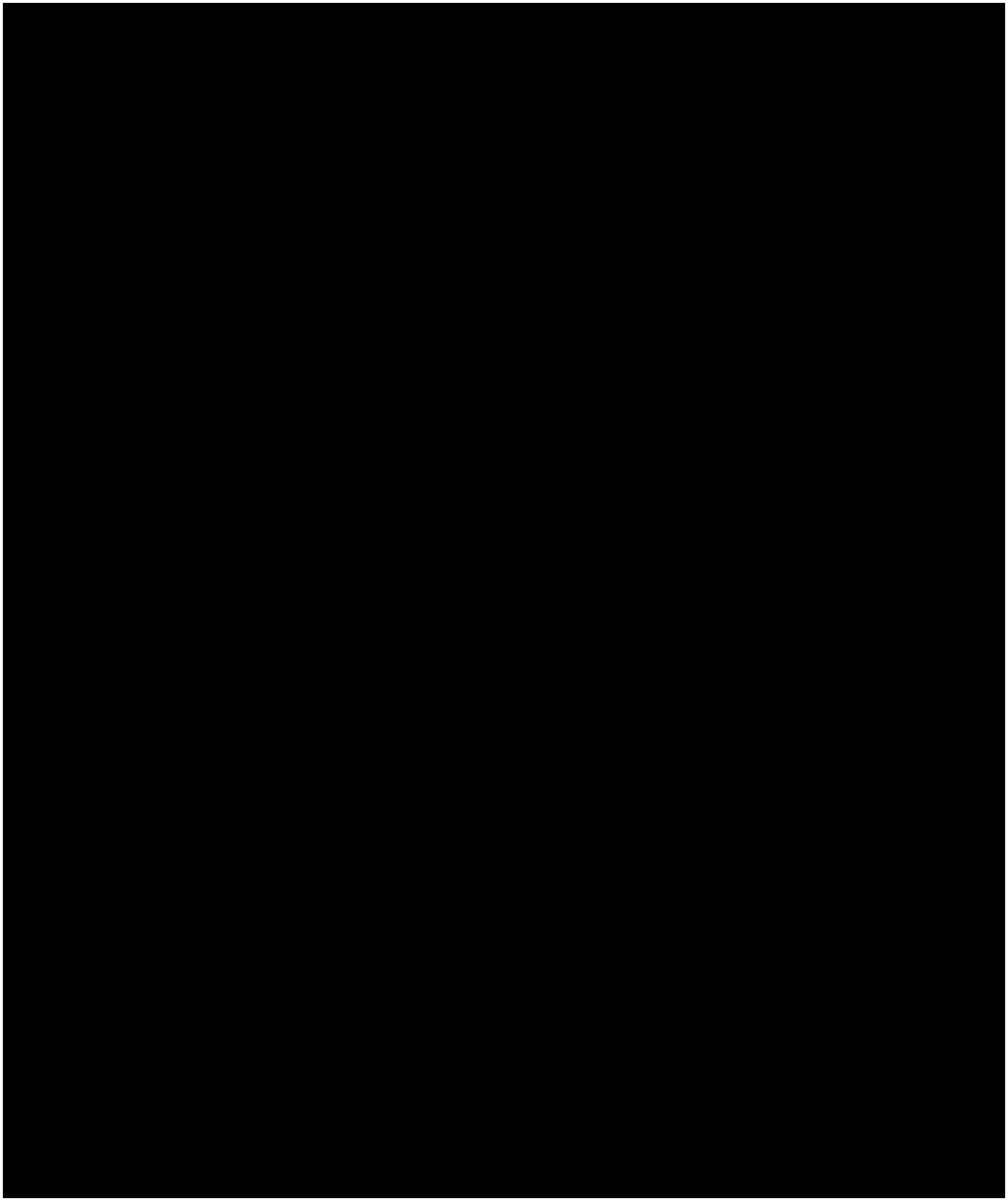
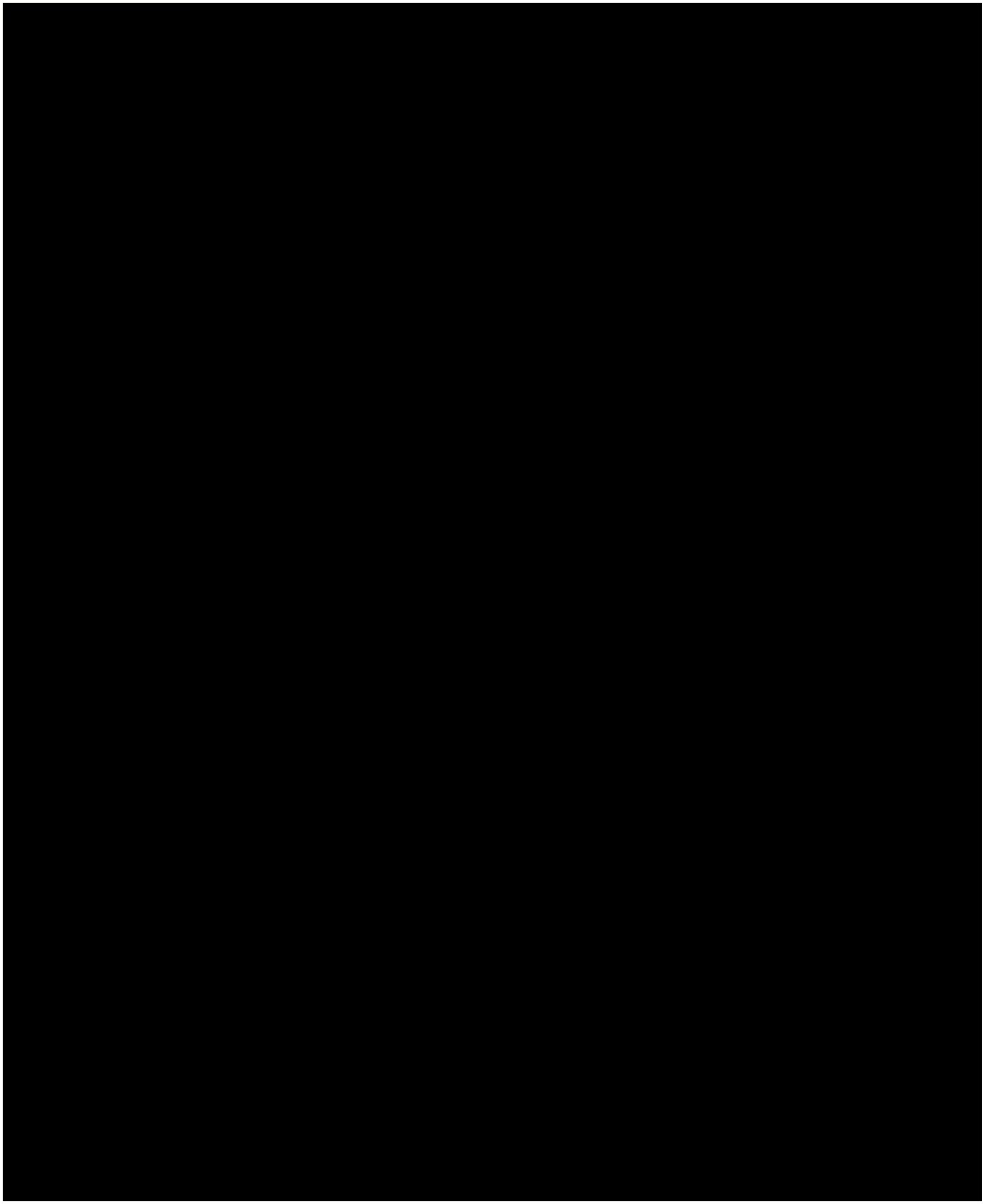
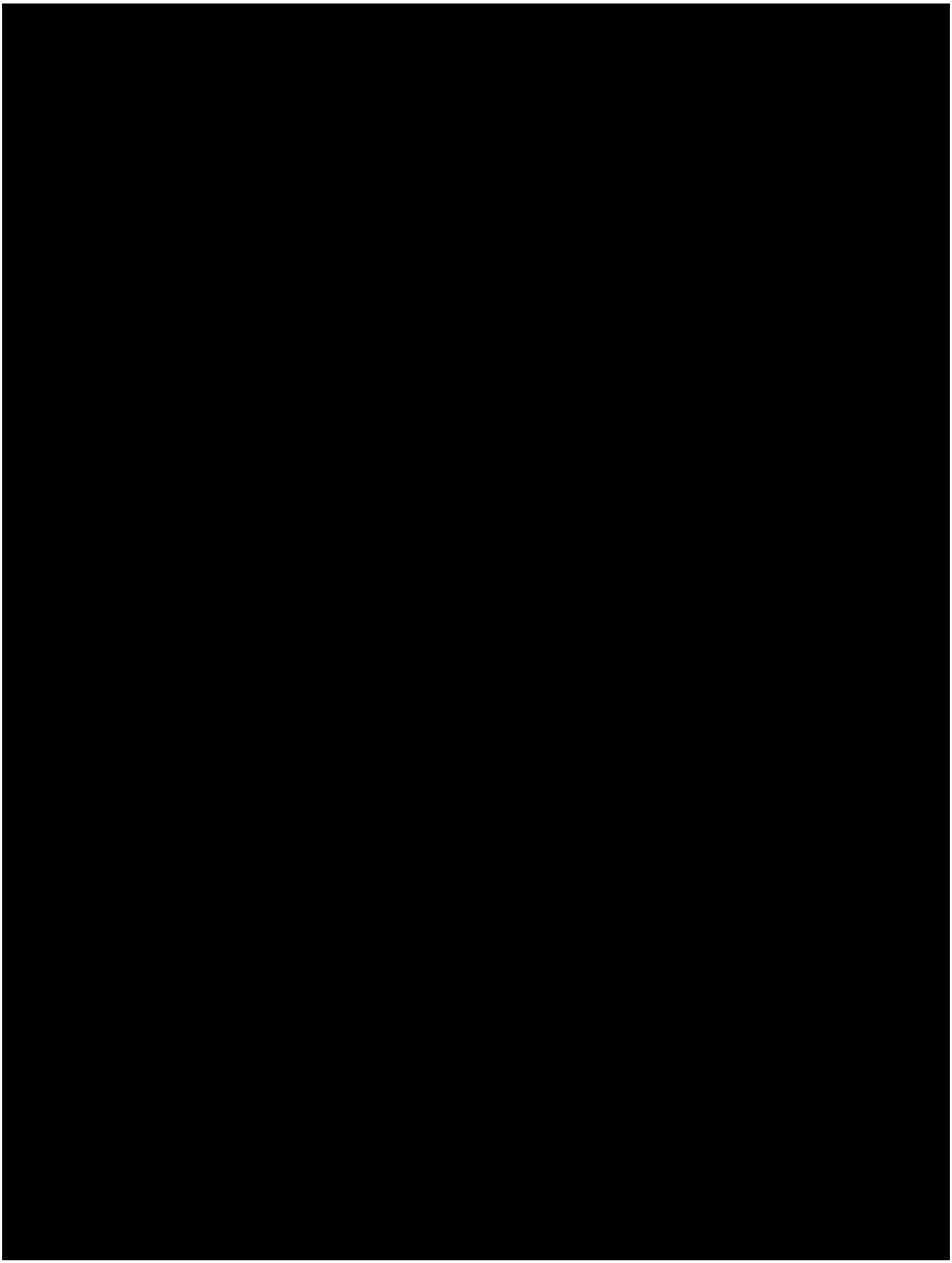
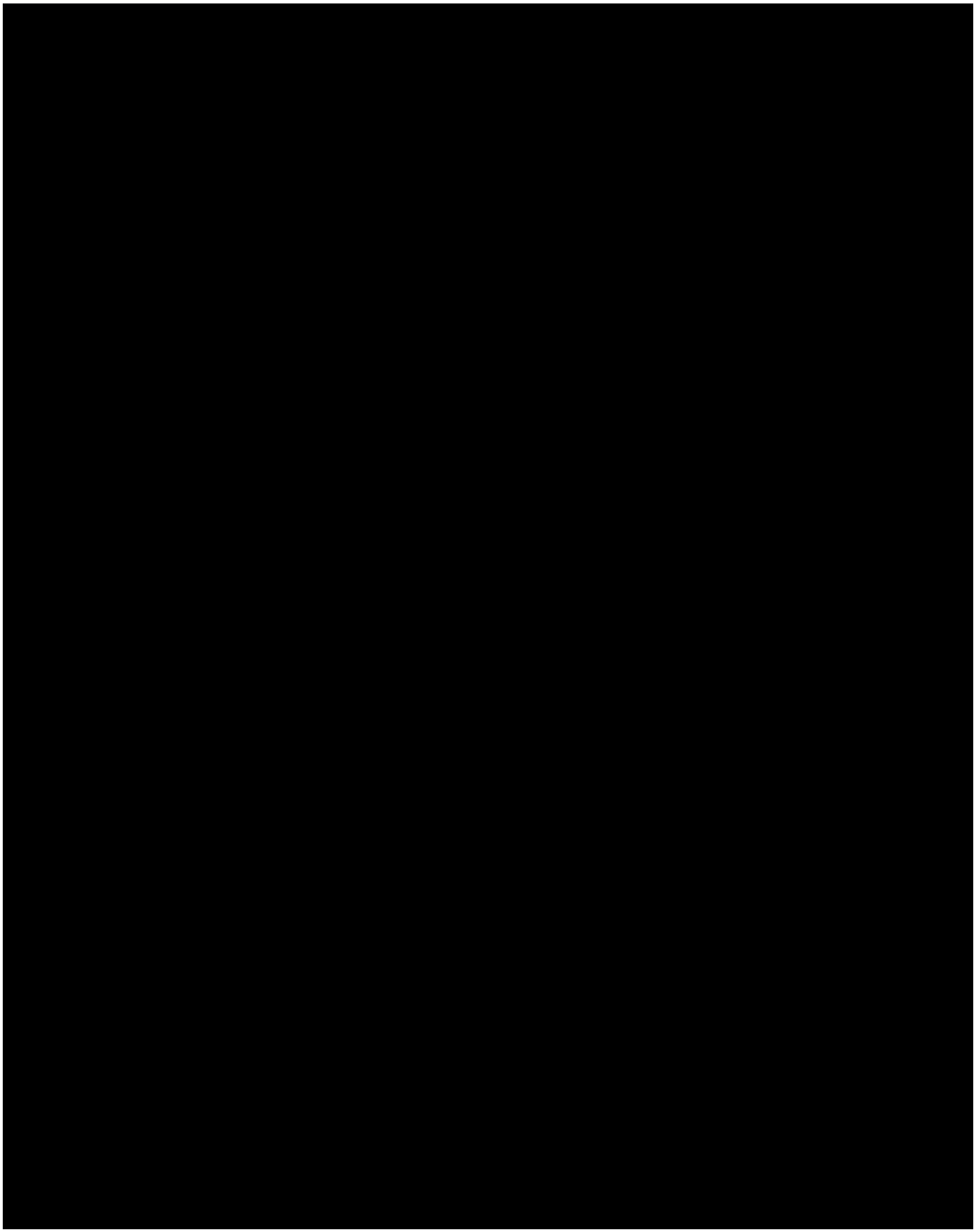
Project Experience: **Municipal Substations**









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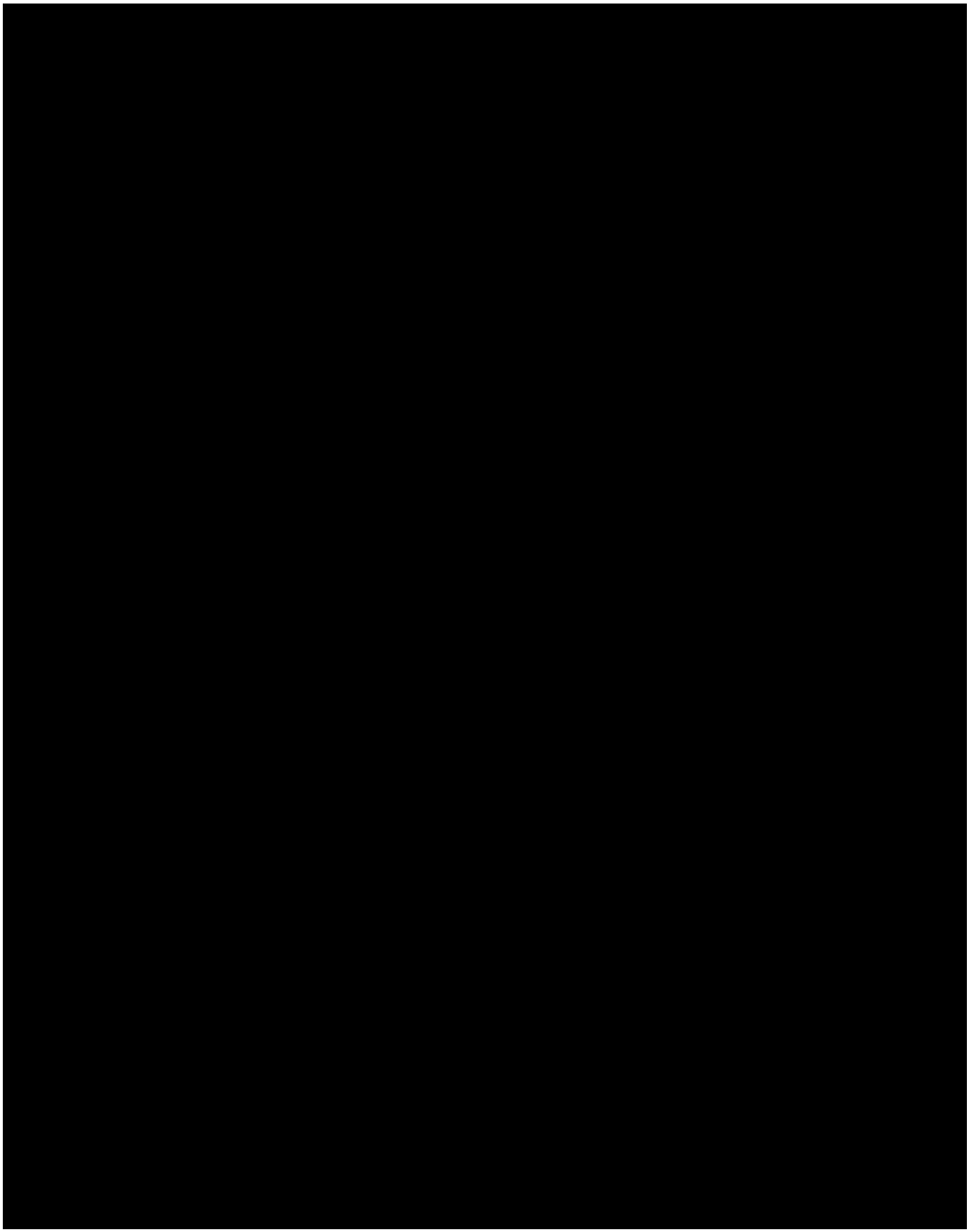
Project Experience: **Distribution Design**



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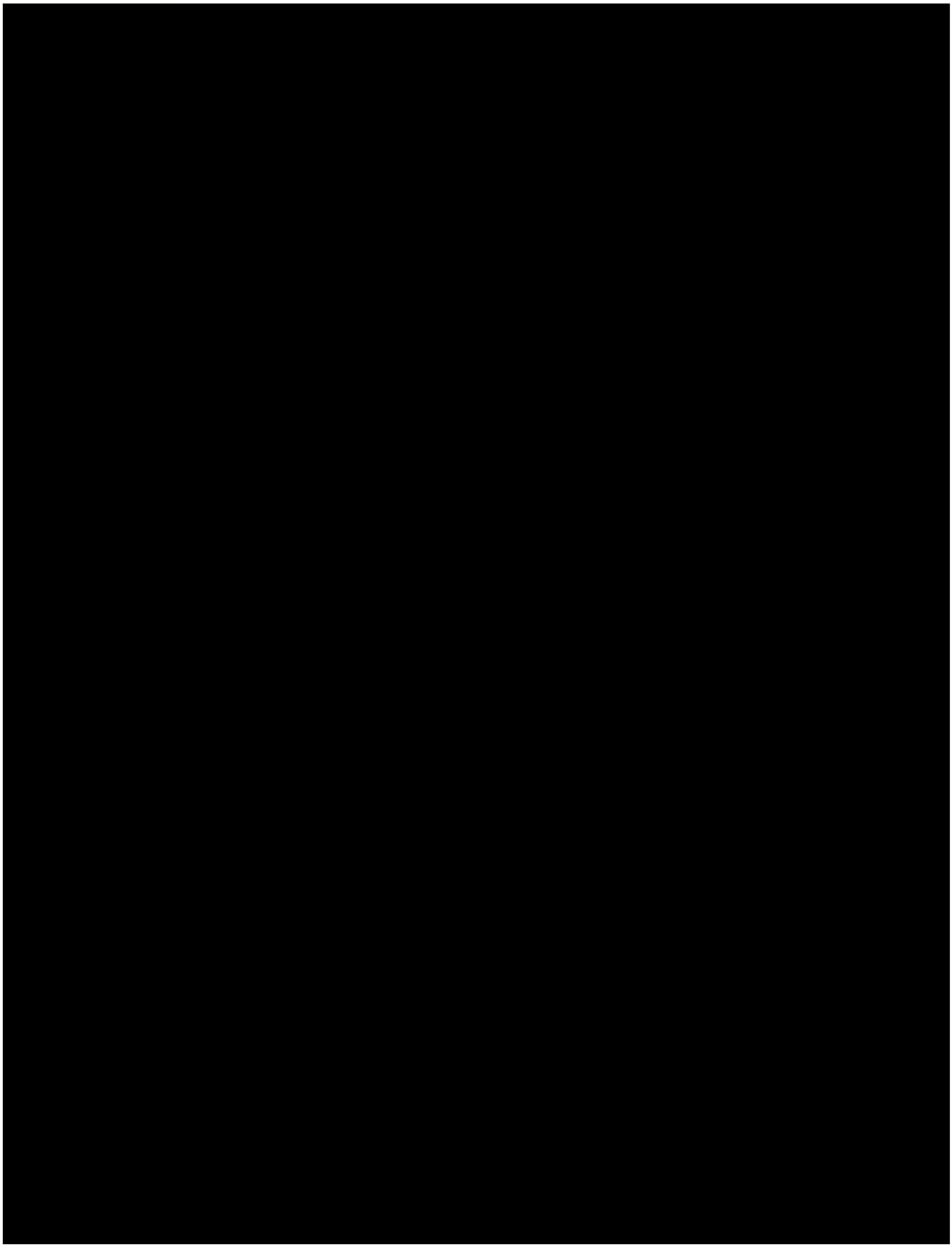

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Asset Condition Assessments, Asset Management Plans, Distribution System Plans

Company Summary

Costello Associates Inc. is an engineering and professional services company that primarily services the utility and large industrial electrical industries. Senior staff members are former utility executives with over 100 years of combined experience in engineering, operations, finance, regulatory, and labour relations.

Asset Condition Assessments (ACA)

- Asset database review, assessment,
- visual inspection from the ground asset review using experienced senior staff as required
- Asset Health Index assessment based on industry accepted Typical Useful Life (TUL)
- Recommend asset replacement strategies and typical capital cost estimates

Asset Management Plans (AMP)

- Revise existing plan or create new AMP as per client needs
- Review/recommend capital expenditure plans based on the ACA

Distribution System Plan (DSP)

- Participate in a collaborative process to prepare the DSP
- The level of collaboration is dependent on the client's needs and project timelines
- Preparation using a template document created to meet the OEB Filing requirements
- Preparation is overseen by an experienced technical writer with direction and input from senior technical staff

Recent Representative Projects

Authorized by the Association of Professional Engineers of Ontario to offer professional engineering services

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Protection & Control, SCADA, and Automation Capabilities

Company Summary

Costello Associates Inc. is an engineering and professional services company that primarily services the utility and large industrial electrical industries. Senior staff members are former utility executives with over 100 years of combined experience in engineering, operations, finance, regulatory, and labour relations.

SCADA Systems and Distribution Automation

- Specification, design, procurement, development, and commissioning of SCADA systems for municipal utilities.
- Smart grid applications for distribution utilities including automatic circuit restoration, voltage conservation, smart metering, and distributed generation.
- HMI and historian design and implementation.
- Utility SCADA interfaces for renewable energy projects including wind, solar, biomass, and battery storage.
- Security Assessments and Compliance Management.
- Design, specification, installation, and commissioning of communication systems for protection, control, SCADA, and distributed generation, including NERC CIP security compliance.
- Protocol expertise with IEC 61850, DNP 3.0 (TCP/UPD/Serial), Modbus (TCP/Serial), Allen Bradley PLC, ICCP, MultiSpeak, PG&E 2179, and others.

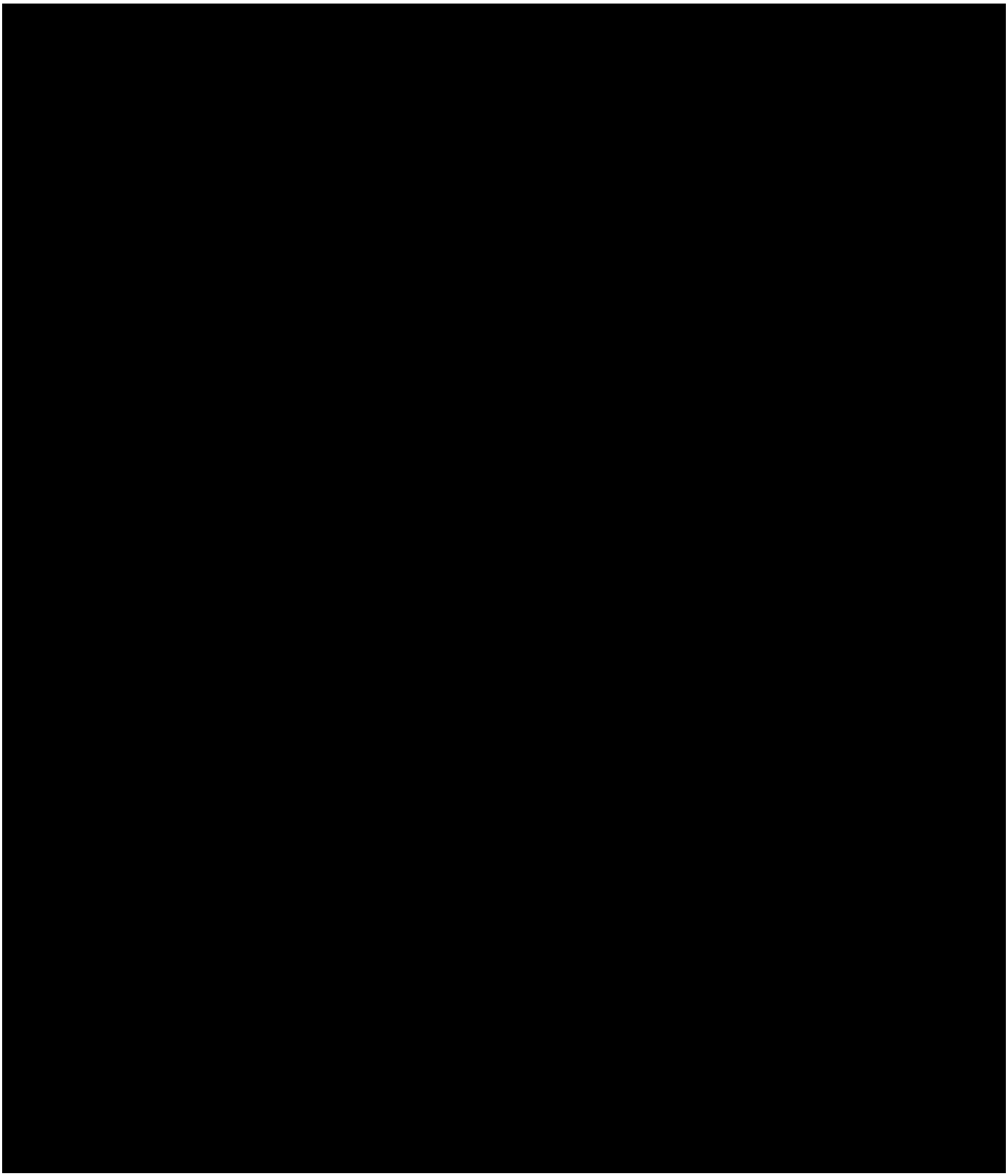
Protection & Control

- Connection Impact Assessments for distributed generation projects.
- Protection systems design for transmission, distribution, generation, and industrial projects.
- Protection, coordination, load flow, and arc flash studies.
- Factory-trained by GE, Siemens, Alstom, and Schweitzer Engineering Labs (SEL) on advanced protective relaying design, installation, commissioning, and operations.
- Design, implementation and commissioning of transfer trip anti-islanding systems.
- Witness testing and verification of protection systems for authorization for distributed generation systems to be connected to utility distribution systems.
- Commissioning and operational support.

Substation Engineering and Project Management

- Detailed electrical design of utility transformer stations up to 230 kV and 200 MVA.
- Turnkey design and project management for new utility substations up to 44 kV.
- Regulatory support for justification of capital investments.
- Coordination of class environmental assessments for transmission projects.
- Factory acceptance testing for major electrical station components such as power transformers, switchgear, protection systems, SCADA, and circuit breakers.
- Budgetary and cost control/audit for major projects.

Recent Representative Projects



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Stephen Costello, CET

President

Professional Summary

Stephen Costello has over twenty-five years of engineering, operations, IT, and regulatory experience in industrial power systems and the municipal electricity industry. Stephen started his career with Westinghouse Electric's field engineering division, working with high voltage power systems for defence, airfield lighting, pulp and paper, and petro chemical installations.

He joined Waterloo North Hydro in 1992 as the Stations and Planning Engineering Supervisor, where he was responsible for the design, construction, and operation of 230 and 115 kV municipal transformer stations. During his ten years at Waterloo North Hydro, he led three major transformer station projects, and numerous distribution station projects.

Stephen joined Norfolk Power Distribution in 2002 as the Vice President of Engineering and IT. Norfolk County had recently experienced rotating blackouts due to a failure at an overloaded transformer station, and Norfolk Power elected to build a new municipal transformer station to provide relief of the existing stations. Several nearby LDC's required additional capacity during the same period, and Stephen was contracted by Norfolk Power to provide transformer station expertise to Grimsby Power, Peninsula West Utilities, Niagara on the Lake Hydro, Niagara Falls Hydro, Brantford Power, and Brant County Power. All of these utilities ultimately built their own municipal transformer stations.

Stephen was actively involved in the joint EDA – Hydro One working committee to review and update the Transmission System Code in 2005. The EDA committee successfully challenged several key concerns with original TSC, to the benefit of municipal utilities.

Stephen formed Costello Utility Consultants in 2006, and was at that time focused on assisting LDC's with transformer station capacity issues. We have assisted several LDC's with the negotiation of CCRA's with Hydro One, as well as performing detailed studies for alternative supply options. In 2010, through incorporation, Costello Associates Inc. was formed and the services that are provided to our clients have also grown.

Stephen provides supervision and managerial expertise as well as hands on experience to the studies and projects that Costello Associates Inc. is hired to do. Some of the studies include asset condition assessments, asset management plans, smart metering, system planning, distributed generation impact assessments, technical training, short circuit analysis, coordination studies, arc flash analysis, protection and coordination studies, SCADA, and IT security.

Areas of Expertise

- High Voltage Power Systems
- Transformer Stations
- Project Management
- SCADA
- IT Security
- Protection and Coordination studies
- Short Circuit and Arc Flash analysis
- Asset condition assessment
- Asset management plans
- Smart metering
- System planning
- Distribution generation and impact assessments
- Technical Training

Professional Associations

- OACETT – Certified Engineering Technologist
- IEEE – Institute of Electrical and Electronic Engineers

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Ron LaPier, P. Eng.

Vice President, Engineer

Professional Summary

Ron LaPier is a professional electrical engineer with more than 25 years' experience in the design, operation and management related to distribution systems. For more than six years, he was responsible for managing the engineering and operations for an Ontario distribution utility. Ron has worked with several LDCs on various design projects, system studies, and system planning. Some of the LDCs he's worked with include: [redacted] He's also worked with telecommunications companies for third party attachment projects. He is very familiar with Ontario Regulation 22/04 and the application of the USF standard design drawings.

Project Experience

- Produce specifications, drawings, tender documents (civil, electrical, equipment purchases), budget estimates, labour and materials estimates, and project management for overhead and underground electrical projects for several electrical utility clients in south-western Ontario
- Provide senior engineering support consistent with the client needs and provide high level oversight of engineering department activities at several electrical utilities
- Provided engineering services on multiple projects at [redacted]
- Sample Projects
  - [redacted]
  - [redacted]
  - [redacted]
  - [redacted]

Areas of Expertise

- Overhead and Underground Electrical Distribution Engineering
- Electrical Substation Design
- Project Management
- General Electrical Safety for Engineers, Guest Speaker, University of Western Ontario (On-Going)

Education

- Bachelor of Engineering Science, University of Western Ontario, 1988
- Faculty of Engineering Science, University of Western Ontario

Professional Associations

- PEO - Professional Engineers of Ontario
- Adjunct Professor (Power Systems), University of Western Ontario (Former)

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Serge Robillard
Associate

Professional Summary

Serge Robillard is an Engineer in Training (EIT) Applicant who has worked on a wide range of utility projects while developing a strong base of skills in his 6 months at the company. Serge has experience in distribution systems, substation design, and Protections Studies. Serge has worked with several LDCs on various projects. Some of the LDCs include: [redacted]

Relevant Project Experience

Substations

- Produced preliminary designs for substations including single line diagrams, general arrangements, preliminary budgetary pricing, and equipment specification documents.
- Project management
- Sample projects:
  - [redacted]

Protection

- Trained with SEL 351 electronic relays.
- Protection and coordination studies, including system modelling using CYMEDIST and CYMETCC
- Programming Cooper Form 6 relay
- Sample Projects:
  - [redacted]

Distribution

- Serge has assisted on many distribution mapping, pole design and planning study projects as well as a development planning study for [redacted]

Areas of Expertise

- Distribution Systems
- Protection Studies
- Electrical Substation Design
- Project Management

Education

- Electrical Engineering Bachelor's Degree, (First Class Standings, Dean's Scholar Award) Lakehead University
- Electrical Engineer Technologist, (3 year advanced diploma, with Distinctions) Sault College, 2012
- Instrumentation Technician, (2 year Diploma, with Distinctions) Sault College 2011

Professional Development

- IHSA – Utility Work Protection and High Voltage Awareness
- Georgian College – Protection and Control training

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Tim Haid
Associate

Professional Summary

Tim is an Engineer in Training (EIT) and has served as a Staff Engineer with Costello Associates for 7 months. He graduated from the University of Western Ontario and has worked on a wide range of utility projects while developing a strong base of skills. Tim has prior experience in the power system industry having completed a 16-month internship at Hydro One in the Protection and Control Technical Services department, as well as two terms as a summer student with Powerstream in the Stations Design and Construction and Operations departments.

Relevant Project Experience

Substations

- Familiar with designs for substations including single line diagrams, operating diagrams and general arrangements
- Project management
- Sample projects:
  - [redacted]
  - [redacted]
  - [redacted]

Protection

- Programming and troubleshooting of Schweitzer Engineering Laboratories protection devices
- Familiar with electrical wiring diagrams, connection wiring diagrams and logic diagrams for protection devices
- Analysed relay manuals and configuration files for GE, SEL, Siemens, and ABB devices.
- Sample Projects:
  - [redacted]
  - [redacted]

Areas of Expertise

- Protection and Control
- Protection Studies
- Electrical Substation Design
- Project Management

Education

- Electrical Engineering Bachelor's Degree, University of Western Ontario

Professional Development

- IHSA – Utility Work Protection and High Voltage Awareness
- First Aid – CPR
- CYME Training for Protection and Distribution Analysis

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Gerard Roche, CET

Senior Associate.

Professional Summary

Gerard Roche is a seasoned former utility manager with over 30 years of engineering and construction management experience. His core skills include underground residential subdivision design, construction, and operations, and has led several major underground replacement projects in sensitive urban neighbourhoods. He is familiar with Ontario Regulation 22/04 and the application of USF standard design drawings and the OEB Codes pertaining to electrical distribution systems. Gerard also has led the development of a new major GIS system project from the tender process to implementation, operation, and database maintenance. Gerard has over 30 years of engineering experience with Waterloo North Hydro, Hydro Electric Commission of Cambridge & North Dumfries, the Ontario Ministry of Energy and the Ontario Public Interest Research Group. He currently serves as a Director with the Ontario Association of Certified Engineering Technicians & Technologists, Grand Valley Chapter. Gerard is knowledgeable in the OHSA and regulations as they pertain to Organizations, individuals and operations, having served as Co-Chair of the JHSC.

Project Experience

- Developed and implemented a Master Plan to convert all 4.16 kV underground distribution, in the utilities service area, through the utilization of directional boring technologies. Produced and issued tender documents to selected outside private contractors, with demonstrated expertise in the installation of up to 14 – 50mm conduits, for the replacement of all electrical system components required in a given area.
- Responsible for the design, contract administration and construction of the 600A overhead to underground distribution system conversion in the core areas of the Cities of Cambridge and Waterloo over a 30 year period
- Responsible for the design, contract administration and construction of a 600A and 200A residential development. This project was challenging in light of the absence of overhead distribution facilities in the rural area and the requirement to meet the utility's guidelines for a maximum load on the local 200A distribution system.
- Responsible for the design and installation of the utilities commercial and industrial underground services program.
- Responsible for the development of an ESRI GIS system for [redacted] including market research, specifications, tendering, evaluation, implementation, operations, and maintenance. Supervised GIS staff throughout development and thereafter.

Areas of Expertise

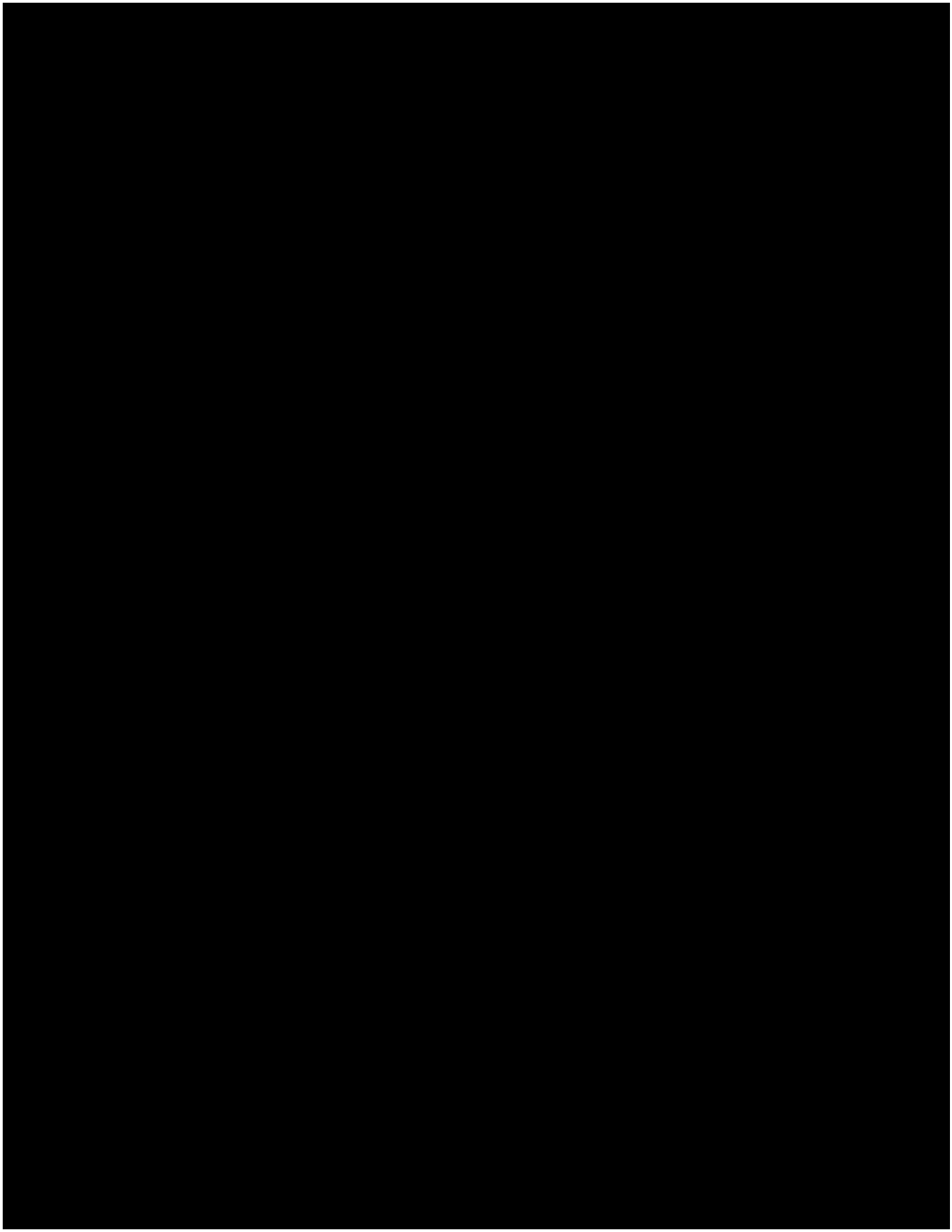
- Planning, design and construction of electrical distribution systems
- Street lighting systems
- Implementation of Geographic information systems

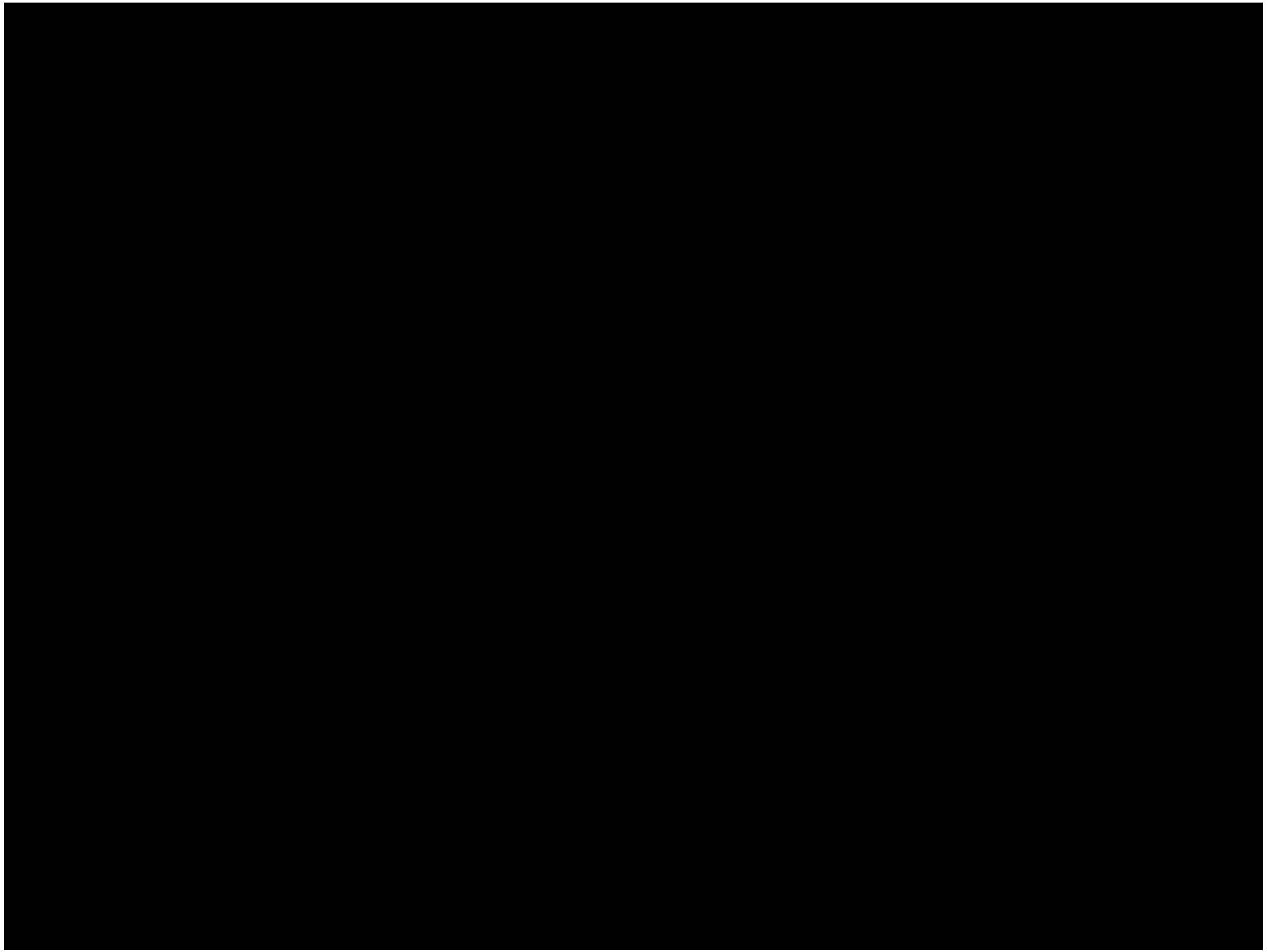
Education

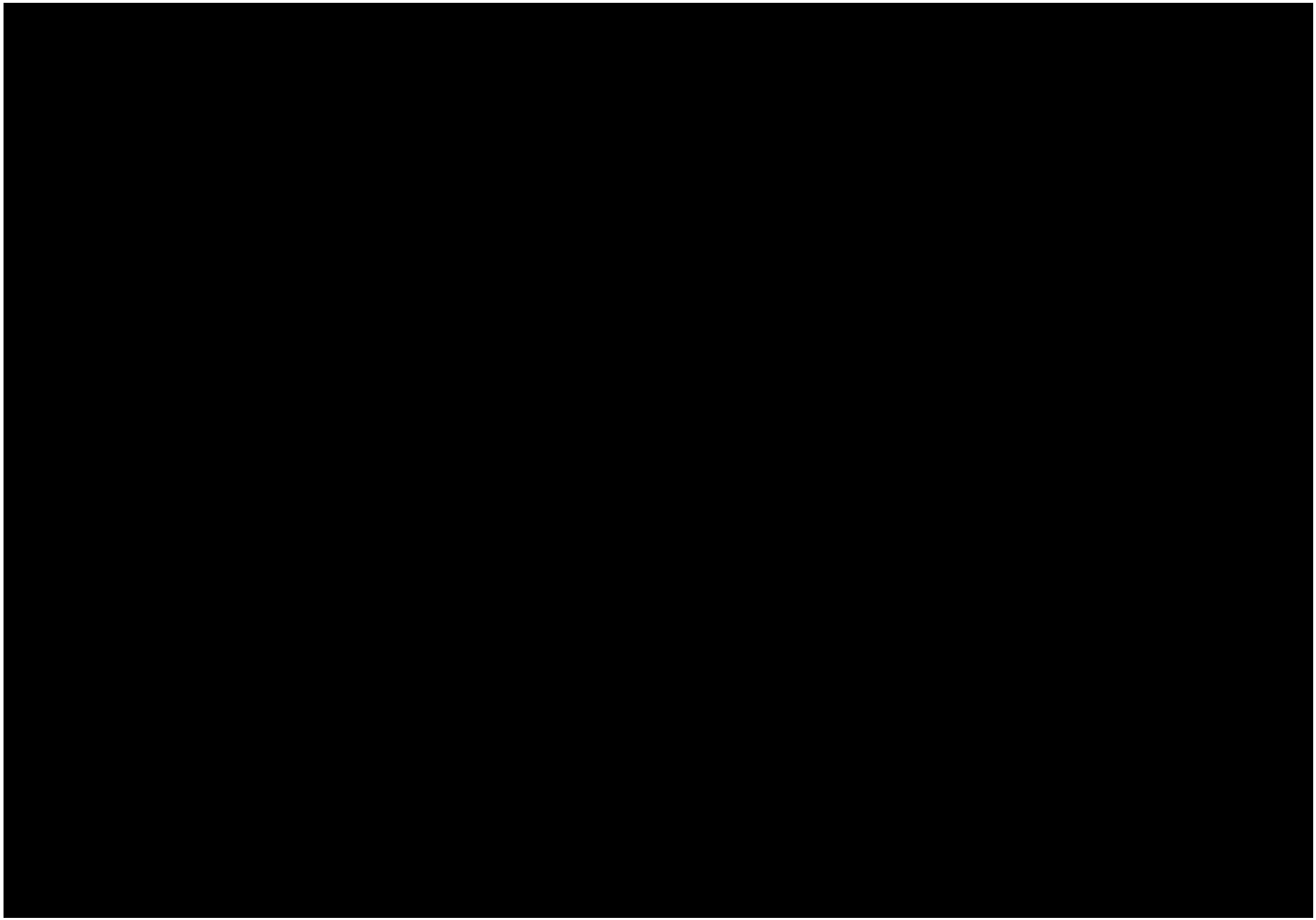
- Certified Engineering Technologist-Power & Distribution, Electrical, Ontario Association of Certified Engineering Technicians and Technologists
- Construction Engineering Technologist – Architectural, Conestoga College of Applied Arts & Technology

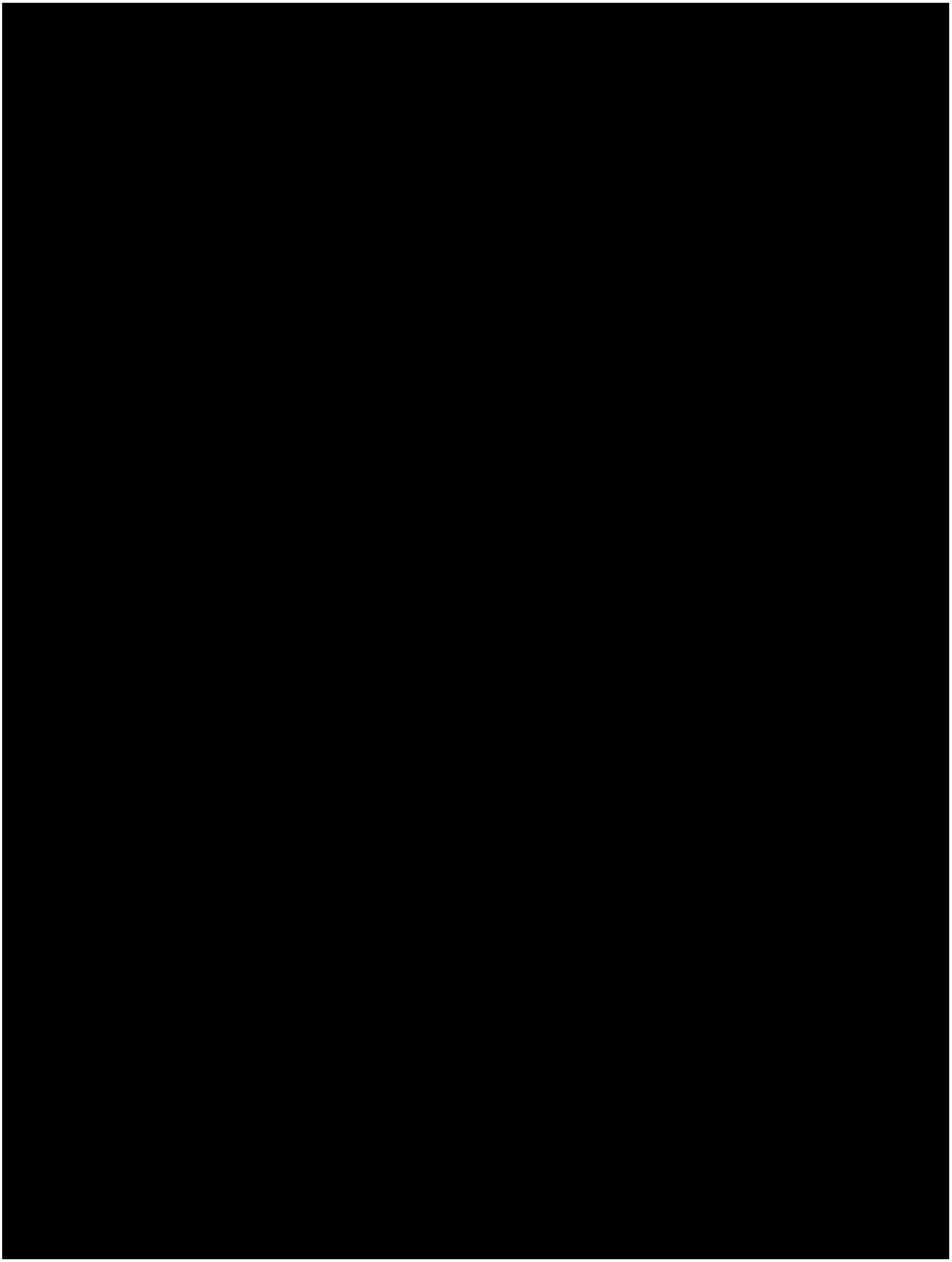
Professional Associations

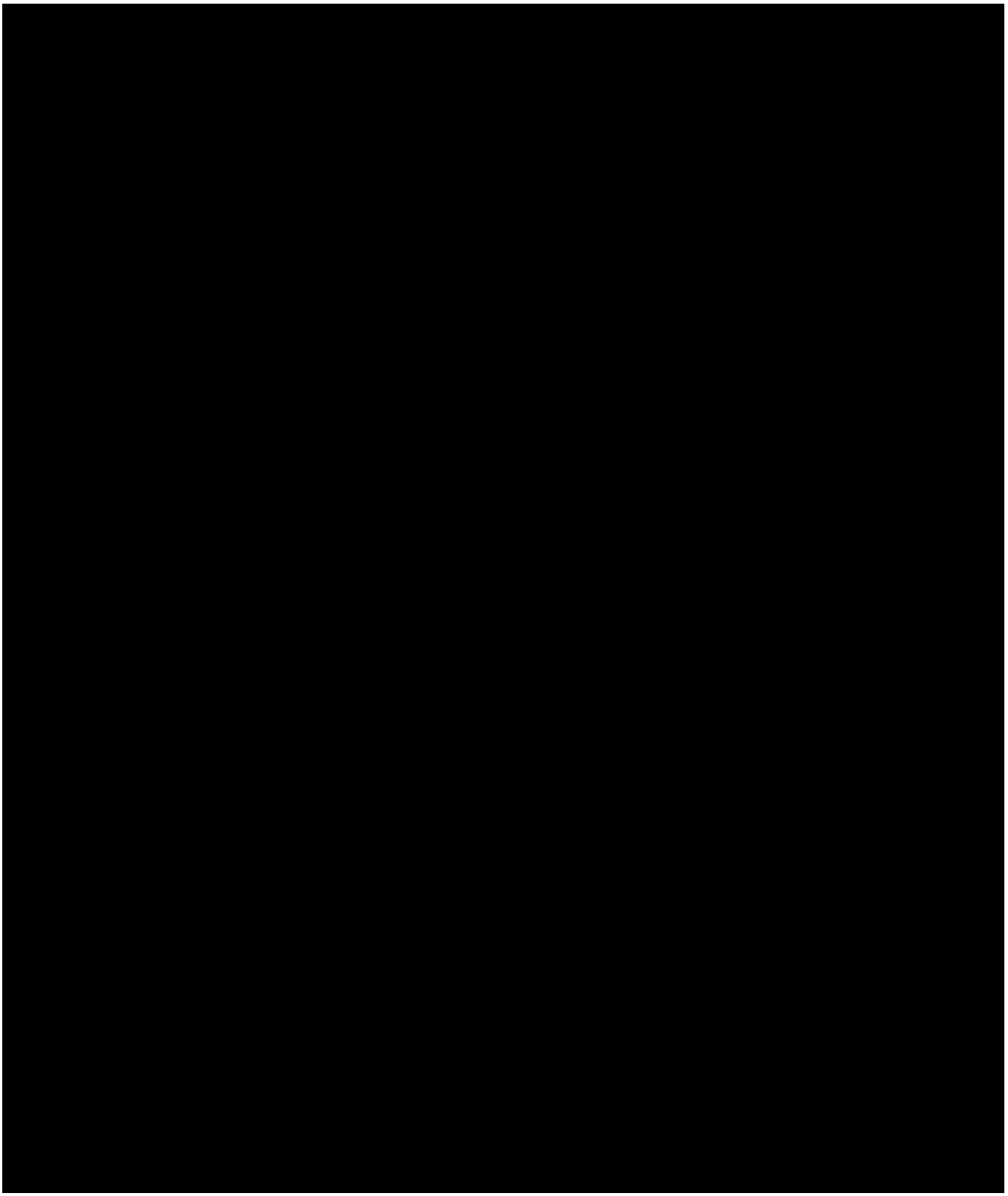
- C.E.T. – Certified Engineering Technologist

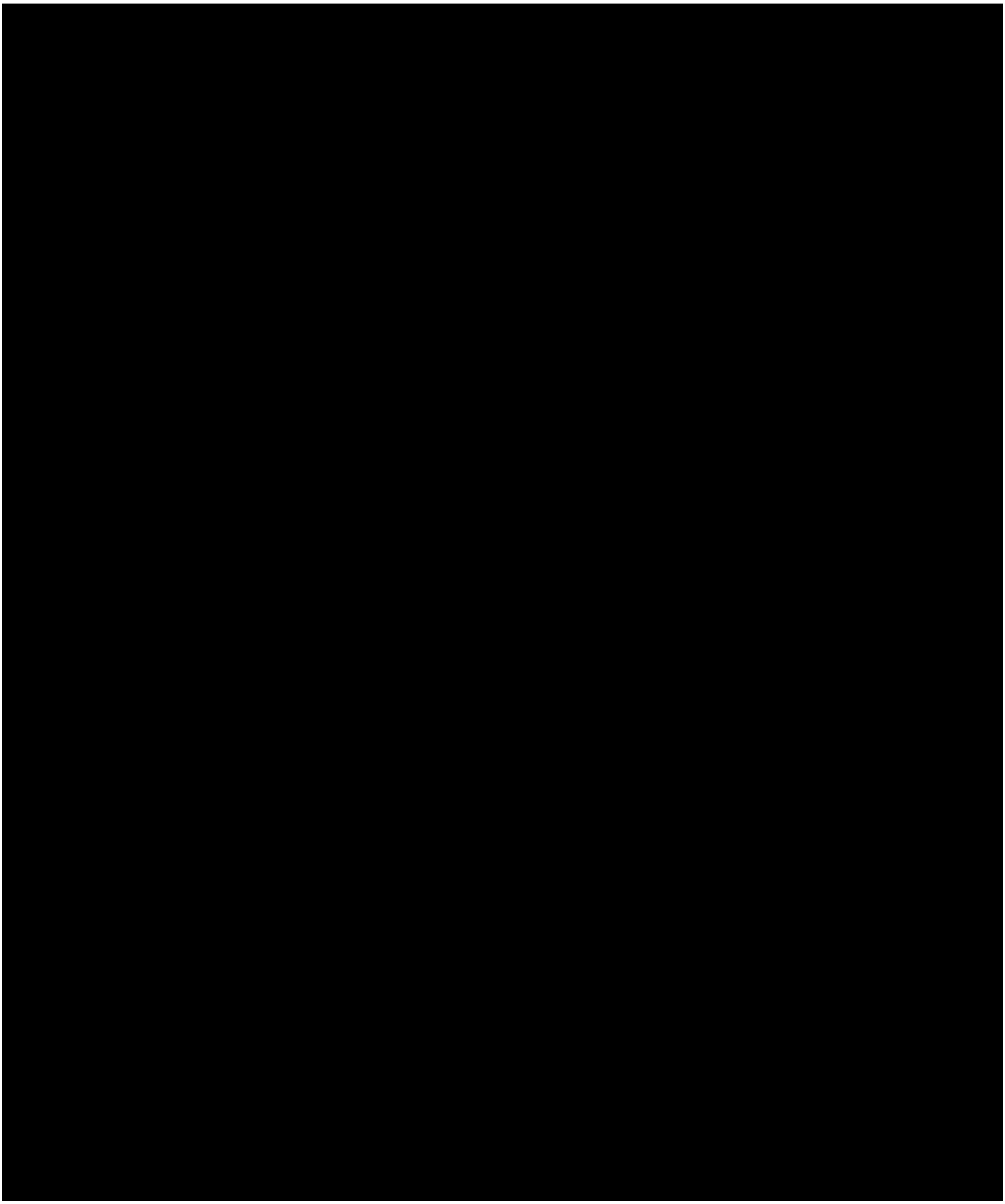


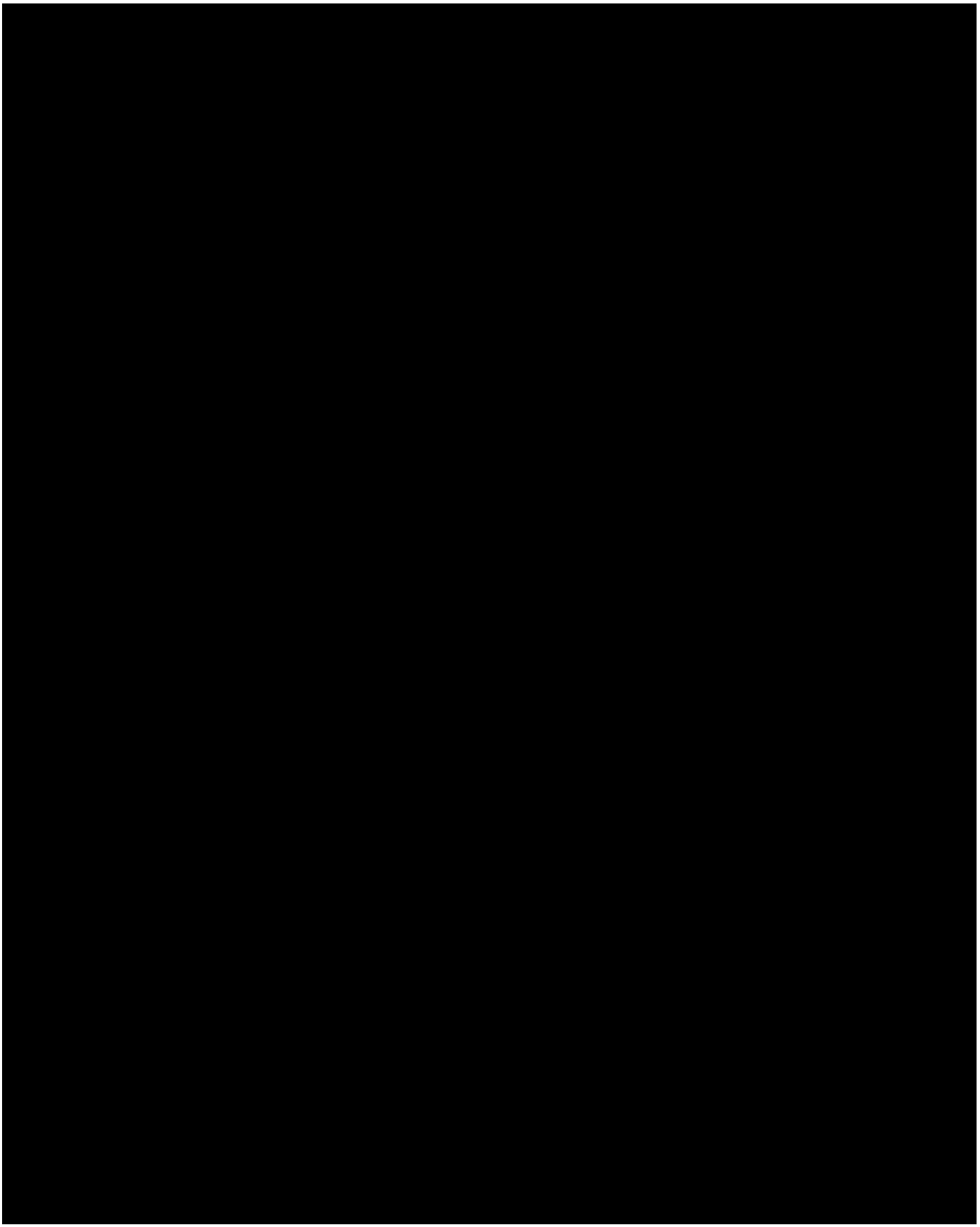












MEMORANDUM

To: Michael Angemeer, P. Eng.

From: Peter M. Petriw, P. Eng.

Date: November 30, 2016

Re: VC 2016-19 Seaton Municipal Transformer Station (Seaton MTS) – RFP for Professional Engineering Services - Bid Review and Recommendation

Background

A Request for Proposal (RFP) #VC2016-19 was issued for the professional engineering services that are required to complete the detailed engineering design and the detailed equipment specifications for the Seaton MTS. This component of the project work remains unchanged as it was described within the Veridian Board approved Seaton Transformer Station Business Case dated August 17, 2016.

The bidder proposals were evaluated by the Veridian Project Team. The Team consists of Peter Petriw and Craig Smith from Veridian, and Stephen Costello and Dwayne Shepherd from Costello Associates. Each member of the Veridian Project Team has executed a 'Declaration Concerning Conflict of Interest and Confidential Information form' in accordance with Veridian's purchasing policy.

Bidders

Eight (8) companies were included on the bidders list. There was no experience with any of the bidders for previous similar type MTS projects with Veridian since the Seaton MTS is Veridian's first transformer station. However there is some experience with all bidders other than [redacted] on other smaller projects for Veridian.

RFP Bidders List

[redacted]

Bidding Process

Request for Proposal Issued – August 4, 2016
Intent to Bid Form Returned – August 12, 2016
Mandatory Site Visit – August 12, 2016
Clarification Questions Due – September 2, 2016
Request for Proposals Due for Submissions – September 2, 2016

All bidders, other than [redacted], replied with an Intent to Bid confirmation to submit bid proposals.

Bidders That Did Not Submit Bid

[redacted]

Bid Clarifications

There were some minor questions and clarifications during the RFP resolved at the site visit. Clarifications were accepted up until the bid submission date.

Bid Summary – Preliminary Evaluation

The bid summary is found in Appendix A. As the bid proposals are extensive, the proposed number of hours to complete the RFP scope of work and the maximum upset charge associated with those hours have been extracted and included in the table below in high level only. These values provide significant preliminary insight into the content of the proposals. They also serve as comparisons to actual experience-based indicators of the amount of activity and cost required to complete the RFP scope of work that bidders which had completed similar type Seaton TS projects would know. Bidders that had not completed these types of projects recently would be on the high and low sides of the typical hours and charges.

[redacted] did not include the required 10% contingency in their bid submission for their proposed hours so both the hours and the associated average engineering charges were added to their proposal's submitted charge resulting in a new total charge which has been included in the table.

[redacted]

All pricing is without HST.

The preliminary review of the proposals identified that [redacted] bid was a very significant outlier from the other six (6) bidders on their proposed number of hours and their maximum upset charge. The typical hours and associated charge based on recent similar type Seaton TS projects for other LDCs have been approximately 7000 engineering hours with a maximum upset charge of approximately $750,000. [redacted] was removed from further evaluation based on their outlier hours and charge. This left six (6) bidders remaining to be evaluated.

Bidders Remaining To Be Evaluated

[redacted]

Bid Presentations

As part of the evaluation process, the remaining bidders were required to complete a presentation that represented their proposal to the Veridian Project Team lasting no more than ninety minutes with a maximum of four (4) key staff. The presentations were wide ranging in terms of quality and professionalism which is represented by the scoring.

The following table is the evaluated scoring for the bidder submissions after the presentations but without the reference checks completed.

[redacted]

[redacted]

Bid Review and Evaluations

The proposals were then assessed against the evaluation matrix. The evaluation matrix criteria description, criteria scoring guidelines, proposal scoring and reference checks are found in Appendix B. The matrix was both prepared and then scored as a joint effort by the Veridian Project Team based on the submitted bidder proposals.

The result totals identified the two top bidders as [redacted]. Reference checks would be completed for these top two bidders only to finalize the evaluation scoring. Even though [redacted] scored relatively high in the total score, their lower scores in the Firm Experience, Staff Experience and Staff Resources criteria was a concern and seen as enough of a potential serious risk in these key criteria to not include them in the final top evaluation.

The reference checks for [redacted] were completed, and resulted in the following final evaluated scores.

[redacted]

Capital Budget Impact
The cost to complete the RFP scope of work has been included within the Seaton TS project with a budget of $850,000.00. Both [redacted] proposal maximum upset charges are below the budget and there remains some allowance for unforeseen contingencies charges to be included if required.

Recommendation
The Veridian Project Team is satisfied that a thorough and fair review of all the submissions has been completed.

Upon completion of the presentations and in finalizing the evaluation scoring, the Veridian Project Team was unanimous in the view that the [redacted] proposal was the top proposal. The [redacted] proposal was second, with the [redacted]

Based on the evaluation scoring, it is recommended that the work contained within this RFP be awarded to [redacted] for a submitted maximum upset charge of [redacted].

Upon approval of this recommendation, a requisition will be submitted to create the Purchase Order for this work.

Respectfully submitted

Peter M. Petriw, P. Eng.
Vice President Engineering
Seaton TS Project Executive Sponsor

Craig Smith, P. Eng
Manager Planning and Maintenance
Seaton TS Project Lead

Appendix A	Bidders Summary Cost Comparison Bidders Summary Cost Comparison Chart
Appendix B	Evaluation Criteria Evaluation Matrix (1) Evaluation Matrix (2) Bidder Evaluation [redacted] Bidder Evaluation [redacted] Reference Check for Recent Projects

Seaton TS Engineering Services RFP - Bid Summary Cost Comparison		
Project Name:	Seaton MTS	
Date:	25-Nov-16	
Project Team Members:		**Contact Information:**
Peter M. Petriw	Vice President, Engineering - Veridian Connection	ppetriw@veridian.on.ca
Craig Smith	Manager, Planning & Maintenance - Veridian Connection	csmith@veridian.on.ca
Stephen Costello	President - Costello Utility Consultants	stephen@costelloassociates.ca
Dwayne Shepherd	Project Manager - Costello Utility Consultants	DShepherd@costelloassociates.ca

Description	[redacted]
Preliminary	
Technical Hours	
Drafting Hours	
Clerical Hours	
Civil/Structural	
Technical Hours	
Drafting Hours	
Clerical Hours	
Equipment Specs	
Technical Hours	
Drafting Hours	
Clerical Hours	
Ground Grid Design	
Technical Hours	
Drafting Hours	
Clerical Hours	
Protection/Control	
Technical Hours	
Drafting Hours	
Clerical Hours	
Switchgear/Control Bldg	
Technical Hours	
Drafting Hours	
Clerical Hours	
Tenders/Contract Mgmt	
Technical Hours	
Drafting Hours	
Clerical Hours	
Coordination/Liaison	
Technical Hours	
Drafting Hours	
Clerical Hours	
On-Site Inspection/Meetings	
Technical Hours	
Drafting Hours	
Clerical Hours	
Power Systems Studies	
Technical Hours	
Drafting Hours	
Clerical Hours	
Budget Control and Reporting	
Technical Hours	
Drafting Hours	
Clerical Hours	
Electrical Arrangement/Studies	
Technical Hours	
Drafting Hours	
Clerical Hours	
Other	
Technical Hours	
Drafting Hours	
Clerical Hours	
TOTAL	
Hours	
10% Contingency	
Total Hours	
Cost	
Labour	
Expenses	
Other	
Max Upset Charge	

Seaton TS Engineering Services RFP - Bid Summary Cost Comparison Chart		
Project Name:	Seaton MTS	
Date:	25-Nov-16	
Project Team Members:		**Contact Information:**
Peter M. Petriw	Vice President, Engineering - Veridian Connection	ppetriw@veridian.on.ca
Craig Smith	Manager, Planning & Maintenance - Veridian Connection	csmith@veridian.on.ca
Stephen Costello	President - Costello Utility Consultants	stephen@costelloassociates.ca
Dwayne Shepherd	Project Manager - Costello Utility Consultants	DShepherd@costelloassociates.ca

[redacted]

Seaton TS Engineering Services RFP - Evaluation Criteria		
Project Name:	Seaton MTS	
Date:	25-Nov-16	
Project Team Members:		**Contact Information:**
Peter M. Petriw	Vice President, Engineering - Veridian Connection	ppetriw@veridian.on.ca
Craig Smith	Manager, Planning & Maintenance - Veridian Connection	csmith@veridian.on.ca
Stephen Costello	President - Costello Utility Consultants	stephen@costelloassociates.ca
Dwayne Shepherd	Project Manager - Costello Utility Consultants	DShepherd@costelloassociates.ca

Criteria	Max Score	Criteria Description	Criteria Scoring Guidelines
1. Schedule	10	Proponent's proposal indicates their ability to maintain and deliver project by required timelines.	[redacted]
2. Firm Experience	10	Proponent firm has demonstrated background, successful experience, and relevant knowledge in completing these types of projects.	
3. Staff Experience	15	Proponent firm individuals, who will be directly working on the project, and have been named in the proposal, have demonstrated background, have successful experience, and relevant knowledge in completing these types of projects.	
4. Staff Resources	15	Proponent has adequate staff bench strength, depth and support resources to complete the required activities within the RFP document for this project.	

5. References	15	Proponent receives positive references attesting to the Proponent's experience in providing the necessary services and project management of similar projects of this size and scope.
6. Hours Allowed	15	Proponent has included appropriate number of hours to represent the effort necessary to complete the activities within the RFP document for this project.
7. Cost	10	Proponent's price has appropriate level of competitiveness *as compared against other historic Seaton TS type projects. Typical cost from previous Seaton TS type projects have been historic experience-based at approximately $750,000. The Hours Allowed criteria directly translates into the Cost criteria. The same risks apply as well.*
8. Proposal Quality	5	Professional proposal is provided which clearly demonstrates Proponent's interests in the project, addresses all aspects of the RFP document, and is an indication of the level of professionalism exhibited by the Proponent.
9. Presentation Impact	5	If requested, the Proponent delivers a high quaility presentation that demonstrates that the Proponent understands the project, past similar experience, and qualifications of the senior staff members that will be responsible for the work on this project.
	100	

Seaton TS Engineering Services RFP - Evaluation Matrix (1)		
Project Name:	Seaton MTS	
Date:	25-Nov-16	
Project Team Members:		**Contact Information:**
Peter M. Petriw	Vice President, Engineering - Veridian Connection	ppetriw@veridian.on.ca
Craig Smith	Manager, Planning & Maintenance - Veridian Connection	csmith@veridian.on.ca
Stephen Costello	President - Costello Utility Consultants	stephen@costelloassociates.ca
Dwayne Shepherd	Project Manager - Costello Utility Consultants	DShepherd@costelloassociates.ca

Criteria	Score
1. Schedule	10
2. Firm Experience	10
3. Staff Experience	15
4. Staff Resources	15
5. References	15
6. Hours Allowed & Risk	15
7. Cost & Risk	10
8. Proposal Quality	5
9. Presentation Impact	5
Total:	100
Hours	
Cost	

[redacted]

Seaton TS Engineering Services RFP - Evaluation Matrix (2)		
Project Name:	Seaton MTS	
Date:	25-Nov-16	
Project Team Members:		**Contact Information:**
Peter M. Petriw	Vice President, Engineering - Veridian Connection	ppetriw@veridian.on.ca
Craig Smith	Manager, Planning & Maintenance - Veridian Connection	csmith@veridian.on.ca
Stephen Costello	President - Costello Utility Consultants	stephen@costelloassociates.ca
Dwayne Shepherd	Project Manager - Costello Utility Consultants	DShepherd@costelloassociates.ca

Criteria	Score
1. Schedule	10
2. Firm Experience	10
3. Staff Experience	15
4. Staff Resources	15
5. References	15
6. Hours Allowed & Risk	15
7. Cost & Risk	10
8. Proposal Quality	5
9. Presentation Impact	5
Total:	100
Hours	
Cost	

Seaton TS Engineering Services RFP - Bidders Evaluation		
Project Name:	Seaton MTS	
Date:	25-Nov-16	
Project Team Members:		**Contact Information:**
Peter M. Petriw	Vice President, Engineering - Veridian Connection	ppetriw@veridian.on.ca
Craig Smith	Manager, Planning & Maintenance - Veridian Connection	csmith@veridian.on.ca
Stephen Costello	President - Costello Utility Consultants	stephen@costelloassociates.ca
Dwayne Shepherd	Project Manager - Costello Utility Consultants	DShepherd@costelloassociates.ca

Criteria	**Score**	**Criteria Description**
1. Schedule	10	Proponent's proposal indicates their ability to maintain and deliver project by required timelines.
2. Firm Experience	10	Proponent firm has demonstrated background, successful experience, and relevant knowledge in completing these types of projects.
3. Staff Experience	15	Proponent firm individuals, who will be directly working on the project, and have been named in the proposal, have demonstrated background, have successful experience, and relevant knowledge in completing these types of projects.
4. Staff Resources	15	Proponent has adequate staff bench strength, depth and support resources to complete the required activities within the RFP document for this project.
5. References	15	Proponent receives positive references attesting to the Proponent's experience in providing the necessary services and project management of similar projects of this size and scope.
6. Hours Allowed	15	Proponent has included appropriate number of hours to represent the effort necessary to complete the activities within the RFP document for this project.
7. Cost	10	Proponent's price has appropriate level of competitiveness for this type of project.
8. Proposal Quality	5	Professional proposal is provided which clearly demonstrates Proponent's interests in the project, addresses all aspects of the RFP document, and is an indication of the level of professionalism exhibited by the Proponent.
9. Presentation Impact	5	If requested, the Proponent delivers a high quaility presentation that demonstrates that the Proponent understands the project, past similar experience, and qualifications of the senior staff members that will be responsible for the work on this project.
	100	

Seaton TS Engineering Services RFP - Bidders Evaluation [redacted]		
Project Name:	Seaton MTS	
Date:	25-Nov-16	
Project Team Members:		**Contact Information:**
Peter M. Petriw	Vice President, Engineering - Veridian Connection	ppetriw@veridian.on.ca
Craig Smith	Manager, Planning & Maintenance - Veridian Connection	csmith@veridian.on.ca
Stephen Costello	President - Costello Utility Consultants	stephen@costelloassociates.ca
Dwayne Shepherd	Project Manager - Costello Utility Consultants	DShepherd@costelloassociates.ca

Criteria	Score	Criteria Description
1. Schedule	10	Proponent's proposal indicates their ability to maintain and deliver project by required timelines.
2. Firm Experience	10	Proponent firm has demonstrated background, successful experience, and relevant knowledge in completing these types of projects.
3. Staff Experience	15	Proponent firm individuals, who will be directly working on the project, and have been named in the proposal, have demonstrated background, have successful experience, and relevant knowledge in completing these types of projects.
4. Staff Resources	15	Proponent has adequate staff bench strength, depth and support resources to complete the required activities within the RFP document for this project.
5. References	15	Proponent receives positive references attesting to the Proponent's experience in providing the necessary services and project management of similar projects of this size and scope.
6. Hours Allowed	15	Proponent has included appropriate number of hours to represent the effort necessary to complete the activities within the RFP document for this project.
7. Cost	10	Proponent's price has appropriate level of competitiveness for this type of project.
8. Proposal Quality	5	Professional proposal is provided which clearly demonstrates Proponent's interests in the project, addresses all aspects of the RFP document, and is an indication of the level of professionalism exhibited by the Proponent.
9. Presentation Impact	5	If requested, the Proponent delivers a high quaility presentation that demonstrates that the Proponent understands the project, past similar experience, and qualifications of the senior staff members that will be responsible for the work on this project.
	100	

[redacted]

Seaton TS Engineering Services RFP - Reference Check For Recent Projects		
Project Name:	Seaton MTS	
Date:	25-Nov-16	
Project Team Members:		**Contact Information:**
Peter M. Petriw	Vice President, Engineering - Veridian Connection	ppetriw@veridian.on.ca
Craig Smith	Manager, Planning & Maintenance - Veridian Connection	csmith@veridian.on.ca
Stephen Costello	President - Costello Utility Consultants	stephen@costelloassociates.ca
Dwayne Shepherd	Project Manager - Costello Utility Consultants	DShepherd@costelloassociates.ca

Date of Conversation	[redacted]
LDC	
Date of Project	
Engineering Company Used	
Key Technical Staff	
Feedback	
Was Company selected through and RFP process? Hard copy and then presentation?	
Why was company selected? Through eval criteria?	
Quality of Communications with LDC-Meeting minutes, emails, face to face.	
Technical ability? Any technical issues?	
Ability to stay on schedule?	

Ability to stay on budget? Did they go after a lot of extras?	[redacted]
Amount of mgmt from LDC (to stay on schedule, complete scope items, resolve issues)	
Issue tracking- How well did they track open/followup items? How did they do it?	
How did they do actual costs to budget for their scope of work?	
Would They Use the Same Company Again? How satisfied- very satisfied, satisfied, not satisfied	
Do anything differently with another similar project?	