

# **PUBLIC PRIVATE PARTNERSHIP (P3)**

**REQUEST FOR QUALIFICATIONS**

**FOR**

**THE DEVELOPMENT  
OF A FOOD WASTE RECYCLING FACILITY  
AT THE MIDDLESEX COUNTY UTILITIES AUTHORITY**



Issued by:

**THE MIDDLESEX COUNTY UTILITIES AUTHORITY  
("Authority")**

2571 Main Street Extension  
Sayreville, NJ 08872

**Responses Due:  
12:00 p.m. on November 24, 2020**

Joseph P. Cryan, Executive Director

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**MIDDLESEX COUNTY UTILITIES AUTHORITY  
REQUEST FOR QUALIFICATIONS (RFQ) FOR  
THE DEVELOPMENT OF A FOOD WASTE RECYCLING FACILITY  
AT THE MIDDLESEX COUNTY UTILITIES AUTHORITY**

**SUBMISSION DEADLINE: 12:00 PM ON TUESDAY, NOVEMBER 24, 2020**

**I. INTRODUCTION**

The Middlesex County Utilities Authority (the "Authority") is soliciting Statements of Qualifications ("SOQs") for a public-private partnership ("P3") between the Respondent and the Authority with regards to the Authority's development of a food waste recycling facility (FWRF) at the Authority according to the content and requirements set forth in this Request for Qualifications (the "RFQ").

The Authority is responsible for preserving and protecting central New Jersey's environmental resources, and for the operation of Landfill facilities along with a co-generation plant, a Wastewater Treatment Plant and its entire connecting sewer network, pump stations and related infrastructure, and the provision of services with respect to and in support thereof.

The Authority is the sole owner/operator of the active Middlesex County Landfill ("MCL") in East Brunswick Township, Middlesex County. The MCL accepts more than 500,000 tons of waste per year from over 800,000 residents in all 25 municipalities of Middlesex County. The MCL is state-of-the-art and operates with the highest standards of environmental and community consciousness. The MCL is approximately 247 acres in plan area and is contained within the 315 acres of land. The Authority operates a landfill gas-to-energy system capturing methane, a naturally occurring by-product of the decomposing waste, and converting it into electricity, allowing the Authority to keep costs low for its customers. In addition, the landfill leachate is collected and transported to the Authority's Wastewater Treatment Plant in Sayreville.

The Authority has adopted procedures for compliance with New Jersey Local Unit Pay-to-Play Law, and this RFQ is hereby published pursuant to a fair and open process in accordance with the State of New Jersey Local Unit Pay-to-Play Law (N.J.S.A. 19:44A-20.4 et seq.).

The purpose of the RFQ is to develop a short list of qualified developers to whom the Authority intends to issue a Request for Proposals (the "RFP") for the financing, planning, designing, permitting, and construction of, as well as to own, operate and maintain, a cost-effective and environmentally friendly food waste processing and recycling facility in support of the new legislation, P.L. 2020, C.24 (A2371). The proposed FWRF will be located at 55 Edgeboro Road, designated as Block 834, Lot 4.02, in East Brunswick, NJ. The Authority anticipates that its

landfill location as a food waste resource provides a unique economic environment for a successful food waste recycling facility.

The Respondent may be a single firm or a project team of experienced firms representing an "integrator" (team leader), engineering / procurement / construction contractor, financial partner and technology partner, as applicable.

Through the issuance of this RFQ, the Authority seeks screening-level concepts of turnkey systems for food waste collection and processing technologies to be implemented at the proposed FWRF. Specifically, it is the intention of the Authority that the proposed food waste recycling facility will be used to store, separate, decontaminate, and process food waste to generate beneficial bio-slurry and/or biogas and marketable solid residual byproducts. Responses may include any combination of food waste recycling technologies that are thought to benefit the Authority and achieve the goals of the Authority. The Authority is interested in gaining perspective on the preliminary outline, technology description, footprint requirements, O&M requirements, potential revenue, flow process, and budgetary cost of various available technologies, in addition to details pertaining to design and construction of the food waste recycling facility.

## **II. PRE-QUALIFICATION SITE VISIT**

A Pre-qualification Site Visit is recommended and will occur at the MCUA at 53 Edgeboro Road, East Brunswick, NJ 08816 to review the proposed food waste facility site.

## **III. ANTICIPATED SCHEDULE**

Publish Advertisement:	Friday, October 2, 2020
Pre-Qualification Site Visit:	Monday, October 19, 2020 at 11:00 am
Deadline for Questions on RFQ:	Thursday, October 29, 2020 by 12:00 pm
Issuance of Addendum:	Thursday, November 12, 2020
Deadline to submit Qualifications:	Tuesday, November 24, 2020 at 12:00 pm
Commissioners' Meeting for Approval of RFP Shortlist:	Tuesday, December 15, 2020

#### **IV. STATEMENT OF QUALIFICATIONS SUBMISSION**

Statement of Qualifications (SOQ) shall be submitted by Respondents in a sealed envelope including three (3) printed copies of the SOQ to:

Joseph P. Cryan, Executive Director  
Middlesex County Utilities Authority  
P.O. Box 159  
2571 Main Street Extension  
Sayreville, NJ 08872

Respondents will be contacted by the Authority after the submission of the printed copies to provide an electronic version of the qualification package.

#### **V. CONDITIONS**

By responding to this RFQ, Respondents acknowledge and consent to the following conditions and statements relative to the short listing qualification process.

- All inquiries shall be directed in writing to the Authority.
- This document is an RFQ and does not constitute an RFP.
- This RFQ does not commit the Authority to issue an RFP.
- This RFQ is not intended and shall not be construed to commit the Authority to procure or to contract for any services.
- All costs incurred in connection with responding to this RFQ and a subsequent RFP will be the responsibility of the Respondents.
- The Authority reserves the right to eliminate any Respondent who submits incomplete or inadequate responses or is otherwise not responsive to the requirements of this RFQ.
- The Authority reserves the right to determine the Respondents who are qualified to receive the RFQ and to submit proposals in response to the RFQ.
- Only those Respondents who are short listed by the Authority through the RFQ process herein shall be eligible to receive an RFP.
- The Authority reserves the right, without prior notice, to supplement, amend, or otherwise modify this RFQ, or otherwise request additional information.
- All SOQs submitted to the Authority will become the property of the Authority and will not be returned.

- All activities related to the FWRF will be subject to all applicable federal, State and local laws, regulations, rules and/or requirements.
- Any and all SOQs received after 12:00 p.m. Eastern Standard Time on November 24, 2020 will be rejected.
- The Authority shall not be responsible for, nor be required to grant relief from non-delivery or late delivery of SOQs forwarded by mail or third-party messenger/delivery services.
- If a Responder finds discrepancies in the RFQ documents or is in doubt as to the meaning or intent of any part thereof, the Responder will no later than October 29, 2020 by 12:00 p.m., submit a request for clarification in writing from the Authority, which will issue a written addendum to the solicitation documents. Requests shall include the name of project.
- Oral explanations or instructions will not be provided; only written addenda shall be provided and be binding. Any addenda resulting from these requests will be emailed to all listed holders of the RFQ prior to the due date. The Responder will acknowledge the receipt of all addenda and clarifications.
- The Authority (including its staff and advisors) reserves the right to visit any of the facilities referenced in the Respondents' Qualification Statements to observe the operations of such facilities. Such site visits will be made at a mutually agreeable time and the cost of such visits shall be borne by the Authority.
- All Respondents agree to answer written questions and attend an interview with the Authority, if so requested, during the evaluation process.
- The formation of a joint venture after qualification, and any change in a pre-qualified joint venture, will be subject to the written approval of the Authority prior to the deadline for submission of proposals to the RFP. Such approval may be denied if (i) partners withdraw from a joint venture and the remaining partners do not meet the qualifying requirements; (ii) the new partners to a joint venture are not qualified, individually or as another joint venture; or (iii) in the opinion of the Authority, a substantial reduction in competition may result.
- Respondents may be required to update the financial information used for pre-qualification at the time of submitting their proposals to the RFP, to confirm their continued compliance with the qualification criteria and to verify accuracy and completeness of the information provided in the SOQ. A proposal shall be rejected if the Respondent no longer meets the qualifications set forth in their SOQ.

## **VI. PROJECT DESCRIPTION**

The April 14, 2020 State Law, A-2371/S-865, requires source separation and recycling of food waste generated by large food waste generators in New Jersey in order to increase the beneficial reuse of food waste and divert it from landfills. A large food waste generator is defined as “any commercial food wholesaler, distributor, industrial food processor, resort, conference center, banquet hall, restaurant, educational or religious institution, military installation, prison, hospital, medical facility, or casino that produces at least 52 tons per year (1 ton/week) of food waste.” At its core, this law requires the large food waste generators to separate food waste and send it to an authorized food waste recycling facility within 25 road miles that has available capacity and will accept it. In addition, this law amends the definition of “Class I renewable energy” by including electricity generated from methane produced through food waste processing.

This RFQ is not designating any specific technology to be utilized. Rather, the RFQ allows the Respondents the opportunity to make their specific presentation of capabilities to be considered by the Authority, and to address the required needs in a complete and comprehensive written response to this RFQ. The Authority expects technologies and processes that have been successfully demonstrated in a full-scale operation. A proven level of experience is required, with respect to the waste streams to be processed and materials to be eventually recovered and marketed.

To this effect, Respondents are requested to provide all relevant information pertinent to their technologies and facilities required to receive, store, process food waste to generate beneficial end products including energy, their sales and management of residual by-products. Food waste is anticipated to originate from regulated generators throughout Middlesex County and regionally within the State of New Jersey but Responders need to define/specify the minimum food waste tonnage to be processed with respect to the anticipated Design, Build, Permit, Finance, Operation and Maintenance project in order to ensure its financial viability. The Firm should propose the total annual amount of Food Waste required to be processed by the proposed FWRF. Respondents are responsible for obtaining all approvals; no permit will be jointly or separately held by the Authority.

The Authority is interested in gaining perspective on the Respondent’s approach to the overall management and operation of the proposed FWRF, the technology(ies) involved, process description, footprint requirements, operation & maintenance, projected capital expenditures (CAPEX) and operating expenditures (OPEX), potential revenues, process flow diagram, etc. In addressing the overall project management approach, the Respondent should identify project management tools used to adhere to contract requirements, administer project correspondence, track progress, manage cost, and manage risk.

In particular, the Respondents are expected to highlight each of the following design and/or operational functions:

- Respondents shall provide a flow diagram with brief outline of the expected intermediate steps and the generation of marketable finished products.
- Respondents shall provide details of operation and maintenance requirements for the proposed full-scale FWRP.
- The Respondent shall discuss potential sources and their geographical locations, anticipated quantities, and capabilities for collecting and hauling the food waste to the Site. Specifically, the Respondent should provide assurances that annual food waste volumes that will be used as a basis for the proposed design capacity can be delivered to the site, as well as list potential large food waste generators within the County and region that can be secured by the Respondent.
- The Respondent shall provide their experience with the collection of food waste and/or collection of solid waste.
- The Respondent shall provide a concept layout/ footprint and discuss anticipated space requirements for the facility.
- The Respondent shall provide mitigative measures/ engineering controls that will be incorporated into the design for odor control.
- The proposed FWRP shall have no impact on current Authority operations. In addition, the operations of the proposed FWRP shall have no adverse impact on neighboring properties due to noise, odors, etc.

The Authority reserves the right not to qualify a Respondent, if the overall arrangement of its response is representative of a commercial demonstration project rather than a full-scale project with proven technology. The RFP, to be issued at a later date by the Authority, will contain specific operating and performance requirements for the proposed FWRP. The RFP will be issued only to the short-listed Respondents.

## **VII. MINIMUM QUALIFICATION CRITERIA**

This Section of the RFQ establishes the Minimum Qualification Criteria a Respondent must satisfy to be short-listed.

Minimum Qualification Criteria are established in three (3) categories: Technical, Business and Financial. A Respondent who seeks to be qualified for this project must satisfy the Minimum Qualification Criteria set forth herein.



### **Minimum Technical Criteria**

Compliance with the following requirements will be determined based upon an evaluation of both the past experience of the Respondent and the information on reference facilities submitted in the SOQ. The Respondent must satisfy each of the following technical criteria:

*Criterion I:* The Respondent shall have experience in design and operations of full-scale food waste recycling facilities using proven technologies. The Respondent's operating experience shall demonstrate operations substantially in compliance with regulatory and contractual requirements and from which successfully marketed product(s) is (are) produced. The Respondent must provide evidence that each reference facilities have successfully produced marketable product(s).

*Criterion II:* The Respondent shall have at least five (5) years of experience operating full-scale FWRFs in accordance with all performance obligations and regulatory requirements.

*Criterion III:* The Respondent shall also demonstrate satisfactory experience in the successful product(s)'s marketing produced at any facility or successful marketing by a third party of product(s) produced at a facility, which Respondent has built and/or operated.

The Respondents shall provide the information requested below as it pertains to each reference facility offered to demonstrate the appropriate technical experience:

1. A description of its overall experience with full-scale FWRF.
2. Resumes of key individuals presently employed by the Respondent's team.
3. A listing of all reference facilities which meet the minimum qualifications defined in Criteria I, II, and III that Respondents include in their SOQ.
4. Utilizing the same alphanumeric notation, Respondents shall provide the information requested below for each facility:
  - a) Location of the FWRF
  - b) Names and telephone numbers of owner and operator references.
  - c) FWRF design capacity and current operating capacity.
  - d) A detailed description of the facility, source of materials, the process flow, and equipment employed in performing such process.
  - e) Number of people employed and job categories for operating the FWRF.
  - f) CAPEX and OPEX for the reference FWRF.

- g) In the event a failure to meet performance or compliance standards has occurred: a description of such failure, the reasons therefore, any corrective actions taken, and actual environmental compliance and performance reports (or other similar information) with respect to air quality test data (indoor and outdoor), odor control, discharge reporting, etc., as appropriate. In the event that there has been no failure to meet performance or compliance standards, a statement by the Respondent to this effect.
- h) The Respondent's role(s) in project operation and maintenance and marketing of produced product(s).
- i) FWRP construction start date, completion date and date of commercial operation.
- j) Current status of the FWRP.
- k) Any claims, litigation, judgments, notices of violations, or administrative enforcement actions against the Respondent arising out of the operation and maintenance of the equipment and/or the facility.
- l) All performance guarantees or requirements (if any) and any failure to meet such guarantees or requirements.
- m) A description of the method of odor control.
- n) A description of the quality and quantity of the produced product(s).
- o) Annual marketing history and Respondent's experience in marketing produced materials, including revenues generated.
- p) Monthly downtime for the FWRP and description of each problem during the one year that created more than twenty-four (24) hours of downtime for a single occurrence.
- q) A listing and brief description of all permits, licenses and approvals received.

#### **Minimum Financial Criteria**

Responders will be evaluated on the basis of their capability to perform their financial obligations related to the subject of this RFQ. Based on similar P3 projects and current market conditions, the Responder shall provide the following:

- a) Strategy and approach for financing the project, including a discussion of the Responder's financial structure for long-term partnerships, risks and benefits of the structure, and why this strategy is the most advantageous to the Authority.
- b) Plan detailing how the equity and development costs will be secured and committed leading up to financial close (including anticipated third party support or guarantees)

- c) A description of the anticipated loans, grants or incentives that will be requested from bank(s), State, Federal or other sources by the Respondent. In other words, if the proposal is contingent upon the Respondent getting certain funding outside of their own equity, itemize what that funding is and where it is to come from.
- d) Responder's contingency plans if there is a gap in the financing or any of the potential lenders or equity funder(s) are not in a position to provide the Responder's share of the financing.
- e) Identification of any financial advisor(s) and definition of their role in arranging financing and approach to achieving financial close
- f) Transparency of its financial fee model, including projections of revenue sources and product marketing and sales plans

#### **Minimum Business Criteria**

A detailed and complete description of the Respondent Firm must be provided as part of the SOQ. The term "Firm" can refer to either a single entity, partnership, or a joint venture. The Firm Profile shall include at a minimum the following information:

1. **General.** Provide general information about the Firm, such as lines of business and service offerings, locations of Corporate and other offices, number of employees (professional and non-professional), years in business.
2. **Legal structure.** Identify whether the Firm is organized as a corporation, limited liability company (LLC), general partnership, joint venture, limited partnership, or other form of legal entity. Identify whether the Firm is publicly or privately owned. As applicable, identify the owners of the Firm (*e.g.*, shareholders, members, partners, and the like) who hold an interest of 10 percent or more.
3. **Project office location.** Identify where the Firm intends to maintain its project office(s).
4. **Financial condition.** Provide audited financial statements for the Firm for the past three years. If the Firm is a joint venture, LLC or partnership, such financial statements must be provided for each partner or member.
5. **Material adverse changes in financial position.** Describe any material historical, existing or anticipated changes in financial position, including mergers, acquisitions, takeovers, joint ventures, bankruptcies, divestitures, or any material changes in the mode of conducting business.

6. **Legal proceedings and judgments.** List and briefly describe any pending or past (within the past 10 years) legal proceedings and judgments, or any contingent liability that could adversely affect the financial position or ability to perform contractual commitments to the Authority. If no such proceedings or judgments are listed, provide a sworn statement to that effect from the Firm's general counsel.
7. **Project claims and disputes.** List and briefly describe current or potential project claims or disputes that could adversely affect the financial position or ability to perform contractual commitments to the Authority. If no such claims and disputes are listed, provide a sworn statement to that effect from the Firm's general counsel.
8. **Completion of contracts.** Identify if the Firm failed to complete any contract, or if any contract has been terminated due to alleged poor performance or default within the past 10 years. If so, describe the circumstances.
9. **Violation of laws.** Identify if the Firm has been convicted of any criminal conduct or been found in violation of any federal, state, or local statute, regulation, or court order concerning antitrust, public contracting, employment discrimination or prevailing wages within the past 10 years. If so, describe the circumstances.
10. **Debarred from bidding.** Identify if the Firm has been debarred within the past 10 years, or is it currently under consideration for debarment, on public contracts by the federal government or by any state. If so, describe the circumstances.

If any of the above-stated requirements are provided in a manner that indicates that any of these unfavorable factors or events are present, it is the Respondent's responsibility to: (i) describe in detail the unfavorable factor or event and (ii) provide sufficient information to demonstrate that the unfavorable factor or event will not adversely impact the respondent's ability to perform its contractual commitments to the Authority.

The Respondent shall notify the Authority of any changes in the Firm profile subsequent to submission of the SOQ and before the selection process is completed.

## VIII. EVALUATION CRITERIA

All Respondents will be evaluated as to whether they are responsive to the RFQ as well as qualified to perform the services required by the Authority. If any of the items are missing, a firm will be considered non-responsive. Proposals will be evaluated using the following criteria:

No.	Criteria	Points
1	Responsiveness to RFQ	10
2	Experience and Qualifications	15
3	Proposed Personnel	10
4	Technical Ability	15
5	Financial Ability	15
6	Experience with Collection of Food Waste/ Solid Waste	15
7	Past Performance (Verification of References)	20

Based on the above evaluation criteria, the Authority will rank firms by assessing a score for each category. The maximum possible total score is 100 points. After evaluating these factors, and upon favorable review of the general and minimum qualifications described herein, the Authority may request from the firm or firms deemed to be qualified based on the foregoing criteria, the submission of a RFP for the performance of these services. The Authority reserves the right to qualify more than one firm.

## IX. GENERAL QUALIFICATIONS

Interested entities shall demonstrate that they satisfy the general qualifications and provide the name and contact information of a duly Authorized Representative.

Proposers shall include a signed statement by the duly Authorized Representative of the firm, indicating the firm's willingness and ability to satisfy the following General Qualifications:

- A. Compliance with New Jersey Law Against Discrimination pertaining to Public Contracts (N.J.S.A. 10:5-31 et seq.), New Jersey Affirmative Action Rules (N.J.A.C. 17:27-3.5 and 17:27-3.7) and New Jersey Equal Employment Opportunities Act (N.J.S.A. 10:5-31 et seq. and N.J.A.C. 17:27).
- B. Compliance with New Jersey Business Registration Law (N.J.S.A. 52:32-44 et seq.).

- C. Compliance as applicable with the Federal Occupational Safety and Health Act and regulations promulgated pursuant thereto (29 C.F.R. 1910 and/or 1926).
- D. Compliance with requirements of applicable law regarding disclosure, including any disclosure statements (e.g., Business Entity Disclosure and Political Contribution Disclosure), as may be required to be filed with or submitted to the Authority and the New Jersey Election Law Enforcement Commission.
- E. Ability to secure insurance from a company or companies lawfully authorized to do business in New Jersey, to protect the entity and the Authority from claims which may arise out of or result from activities undertaken in connection with services under contract with the Authority and for which the contractor may be legally liable, whether such activities be by the Contractor or by a Subcontractor, or by anyone directly or indirectly employed by any of them, or by anyone for whose acts any of them may be liable. Such insurance coverage shall name the Authority as an additional insured, with 30-day notice rights prior to any termination, cancellation and/or material modification of any coverage. Such insurance coverage shall include the following as an anticipated minimum, with additional coverage and/or higher limits necessary dependent upon the Authority's request:

- 1. Workers Compensation Coverage and Employers Liability Coverage, covering all employees engaged in the performance of this Contract and in accordance with applicable statutes, except where the Contractor has certified on Authority forms that they are self-employed as an individual and have no employees and are, therefore, not subject to applicable law.

**Workers' Compensation** insurance as required by the State of New Jersey, with Statutory Limits, and Employers' Liability insurance with a limit of no less than \$1,000,000 per accident for bodily injury or disease.

- 2. Commercial General Liability Insurance:

**Commercial General Liability (CGL):** covering CGL on an "occurrence" basis, including products and completed operations, property damage, bodily injury and personal & advertising injury with limits no less than \$2,000,000 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.

3. **Business Automobile Liability Insurance:**

**Automobile Liability:** Coverage for all owned, non-owned and hired vehicles with limits not less than \$2,000,000 per occurrence, combined single limits (CSL) or its equivalent.

4. **Professional Liability Insurance:**

Firms shall maintain Professional Liability Insurance for protection against claims arising out of performance of contracted services for the Authority caused by negligent acts, errors or omissions for which the Contractor is legally liable, with a minimum coverage limit of \$2,000,000 per claim and annual aggregate for each project.

5. **Cyber Security Insurance:**

The Entity shall maintain Cyber Security Insurance for protection against all claims arising out of performance of services under the agreement drafted in accordance with this RFP caused by negligent acts, errors or omissions for which the Entity is legally liable, with a coverage limit of \$2,000,000 per claim and annual aggregate.

6. **Builder's Risk** (Course of Construction) insurance utilizing an "All Risk" (Special Perils) coverage form, with limits equal to the completed value of the project and no coinsurance penalty provisions.

OR

**Property insurance (Lessee)** against all risks of loss to any tenant improvements or betterments, at full replacement cost with no coinsurance penalty provision.

7. **Contractors' Pollution Legal Liability** and/or **Asbestos Legal Liability** and/or **Errors and Omissions** (if project involves environmental hazards) with limits no less than \$1,000,000 per occurrence or claim, and \$2,000,000 policy aggregate.

F. **Indemnification:**

Provider agrees to save, indemnify, defend and hold harmless the Authority, its respective agents, commissioners, employees, representatives, successors and assigns (all collectively, the "Authority Indemnified Parties"), from and against all liability, costs (including reasonable attorneys' fees), damages, and/or loss, relating to or arising out of the Provider's performance of any Contracted Services.

- G. Assigned personnel for Contracted Services shall demonstrate a high level of education and experience in the field, and shall be directly supervised by persons having a minimum of ten (10) years of experience in the field, holding applicable licenses.
- H. Ability to comply with all Federal laws and regulations applicable to projects funded through grants or reimbursements by the Federal Emergency Management Administration (FEMA), including all requirements set forth in the Code of Federal Regulations at 44 C.F.R. 13, as well as all applicable regulations for performed Work that may be reimbursed and/or funded by State of New Jersey grants and/or loans upon the Authority's request.
- I. Should the Authority select to issue an RFP for the services being sought, a statement committing to submit the following as part of the RFP:
  - 1. Ownership Disclosure Form;
  - 2. Disclosure of Investigations and Other Activities Involving Bidder Form;
  - 3. Disclosure of Investment Activities in Iran;
  - 4. Non-Collusion Affidavit; and
  - 5. Public Works Contractor Registration

## **X. ORAL PRESENTATIONS**

After review of all RFQ submissions, the Authority may, but is not obligated to, request an oral presentation to the selection committee and others, as appropriate. It should be noted that firms selected to make presentations may be given short advance notice. Presentations would be limited to 30 minutes, and include the material contained in your submission. The presentation would be followed by an approximately 30-minute question and answer session. Proposer's staff providing the presentation shall be led by the proposed Project Manager, who may be supported by no more than four (4) other senior staff members proposed to work on the project.

Joseph P. Cryan, Executive Director  
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