

**STATE OF NEW YORK DEPARTMENT OF PUBLIC SERVICE  
THREE EMPIRE STATE PLAZA, ALBANY, NY 12223-1350**

Internet Address: <http://www.dps.state.ny.us>

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March 27, 2009

TO ALL PROSPECTIVE BIDDERS:

The New York State Department of Public Service (NYSDPS) is seeking a consultant to perform a review of Verizon New York, Inc's (Verizon or Company) Network Review Plan (Plan). The attached Request for Proposal (RFP) outlines the scope of this project. A conference call for bidders interested in the RFP will be at 10:00 AM EST on April 14, 2009. Consultants interested in bidding on this project and participating in the conference call are requested to notify John A. France, Verizon Network Review Project Coordinator no later than April 2, 2009.

Consultants interested in responding to this RFP must submit 10 copies of their proposal by May 6, 2009. The schedule of key events is:

<u>Target Date</u>	<u>Task</u>
March 27, 2009	Issue RFP
April 2, 2009	Notice of Intent to Participate in Bidders Conference Call
April 14, 2009	Bidder's Conference Call
April 22, 2009	Written Question Submission Deadline
April 29, 2009	NYSDPS Response to Bidder's Questions
May 6, 2009	Consultant Proposals Due
May 26-28, 2009	Finalist Interviews
June 2009	Consultant Selected
Mid October 2009	Initial Draft Report
December 2009	Final Report to NYSDPS

Any specific questions should be directed to John A. France, Verizon Network Review Project Coordinator, ([john\\_france@dps.state.ny.us](mailto:john_france@dps.state.ny.us)), Department of Public Service, 3 Empire State Plaza, Albany, New York 12223-1350 (518) 473-5242.

Sincerely,

/// ORIGINAL SIGNED ///

John A. France  
Project Coordinator

Attachments

## **Request for Proposal to Review Verizon's Compliance with its Network Review Plan**

<b><i>The Audit</i></b> .....	<b>3</b>
1. Background .....	3
2. Scope.....	3
3. Schedule.....	4
4. Rights and Obligations of the Parties.....	4
a. The Consultant .....	4
b. Staff .....	6
c. Verizon.....	7
<b><i>Requests For Proposals</i></b> .....	<b>7</b>
1. Bidders' Conference Call .....	7
2. Submission of Proposals.....	7
3. Bidder Qualifications .....	8
4. Content of Proposals .....	9
4. Evaluation of Proposals .....	14
a. Initial Review of Proposals.....	14
b. Interviews with Consultant.....	15

# **Request for Proposal to Review Verizon's Compliance with its Network Review Plan**

## **The Audit**

### **1. Background**

In 2004, Verizon began deploying a fiber-to-the-premises service (called FiOS) across New York State. Verizon FiOS has the ability to offer customers high-speed internet access, telephone, and video services. The NYSDPS inspected Verizon's FiOS installations and raised concerns regarding appropriate grounding and bonding practices. Verizon has submitted, and the New York State Public Service Commission (Commission) has approved, its Network Review Plan<sup>1</sup> designed to remediate deficient past installations, require detailed inspections of new installations and provide additional training for its technicians.

This audit is designed to assess Verizon's performance under the Plan. The costs of the audit will be paid by Verizon, but the consultant will be selected by Director of the Office of Telecommunications of the Department of Public Service and will report to, and be under direction of, the NYSDPS Staff. An initial draft report of findings and recommendations from the selected consultant is expected by Mid October 2009 and a final report by December 2009.

### **2. Scope**

The scope of the audit described in the proposals must include the following;

- Inspection samples designed to produce a statistically valid review of all installations (by relevant area<sup>2</sup>) as of May 31, 2009 to determine if such installations are in compliance with the terms of the Plan and the Commission's orders;
- A review of procedures (by relevant area) to ensure that all future installations are installed in compliance; and,
- A review of Verizon's efforts to address "no access situations" and any remaining installations pending remediation.

Each of these items must be evaluated and summarized in the report prepared by the consultant. The audit proposal should identify any additional aspects within these elements that it believes necessary to provide a thorough evaluation.

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<sup>1</sup> <http://www.dps.state.ny.us/08V0835.htm>, Case 08-V-0835, Verizon's Network Review Plan, Order Concerning the Grounding of FiOS Installations, (issued January 29, 2009).

<sup>2</sup> See Attachment A – List of Relevant Areas

### **3. Schedule**

July 2009	Orientation Meetings
July/August 2009	Draft Work Plan Submitted
August 2009	Work Plan Approved by NYSDPS
Mid October 2009	Draft Report Submitted to NYSDPS
November 2009	Revised Draft Report to Verizon - Factual Accuracy
November 2009	Revised Draft Report to Staff/Verizon
December 2009	Final Report to NYSDPS

Consultant proposals may provide their own proposed schedules if the consultant believes for any reason that the schedule provided herein is not achievable. If a consultant includes a schedule that differs from the schedule herein, the consultant should provide a rationale for any such differences. While the scheduled date for the initial draft is Mid October 2009, we expect the consultant to bring to Staff and the Company's attention any matters of significance in advance of the initial report (as they are identified).

### **4. Rights and Obligations of the Parties**

#### **a. The Consultant**

##### **i. Workplan**

The consultant will confer with Staff during the creation of the consultant's initial workplan and will then be responsible for submission of an initial draft and final workplan to Staff. The draft shall outline in detail the scope and methods to be employed by the consultant during the course of the engagement as well as a detailed schedule (including milestones) for the remainder of the review. The consultant may modify the initial draft after giving due consideration to Staff's comments, and must then submit a final draft workplan to Staff for approval. Approval of the workplan by Staff will authorize the consultant to execute the tasks as stated therein. The initial draft and final workplan may be provided to Verizon subject to any need for confidentiality concerning the detailed scheduling and location of site inspections.

The consultant will provide regular briefings to Staff on the progress of the audit and identify discussion issues germane to the audit's success. Any life threatening conditions discovered during the course of the audit will be reported immediately to Staff. Verizon may, at Staff's discretion, be permitted to participate in such briefings and to offer comments on issues concerning the auditor's findings and procedures.

## **ii. Managing the Review**

The consultant's project manager is responsible for the efficient conduct of the review, its compliance with the prescribed scope, and its adherence to the established schedules and budgets.

Audit Trail and Work Papers During the course of this engagement, the Company will maintain possession of the responses to data requests at its offices. The Company is not subject to requirements relating to disclosure of documents under the State Freedom of Information Law (FOIL). Consultants may make interview notes, but may not remove any sensitive documents, nor may a consultant remove any portions of supporting documents (including interview notes, work papers, etc.) that contain Company sensitive information. The consultant's proposal must specifically discuss the steps to be taken by the consultant to protect sensitive information learned from this engagement. The consultant shall not copyright any material developed during the course of the project.

Documentation and Reporting The consultant is required to report to Staff on its continuing progress. These reports are not limited to reporting against the schedule and budget, but are also to include reporting on developing issues, findings, and likely conclusions. A midpoint status meeting with Staff will be expected and should appear in the consultant's proposed schedule.

Other written reports or documentation as detailed below will also be necessary during the course of the review. These reports must be prepared for distribution electronically:

- A report of interviews and site visits scheduled, if applicable, for the following week. As this report is updated, it will also serve as a report on interviews conducted;
- A monthly report of consultant-days expended by activity in each task area; and,
- A document request report (log) kept on-site at the Company showing data requested and date received.

Invoice Approval Although the subject of the study and the party responsible for payment is the Company, the Department is the client. Thus, it is Staff's responsibility to audit the consultant's invoices before authorizing payment by the Company. It is normal practice for consultants to submit invoices once a month. Firms which have a different practice should explain how often invoices would be submitted.

The auditor will verify the charges through an examination of appropriate supporting documents such as time sheets, expense reports, vouchers for transportation and lodging, invoices supporting fees for sub-contractors, and invoices supporting other out-of-pocket expenses. Copies of these records must be made available to Staff along with the invoices.

The consultant shall provide a not-to-exceed cost in which the cost of professional services and out-of-pocket expenses are separately stated. The proposal must include the current professional fee

rates for each individual. The consultant should detail any assumptions going into the price bid. The not-to-exceed cost shall be inclusive of all expenses associated with the creation of the deliverables, including travel and incidentals. Payments under the contract will be made according to a negotiated schedule of deliverables; however, 15% of professional fees will be retained until Staff approves the detailed workplan. With the approval of the workplan the incremental 5% of professional fees which were withheld pending approval of the workplan will be released and subsequently, 10% of professional fees will be retained until Staff determines that all deliverables have been provided to Staff. Furthermore, until such time as the consultant has completed its draft report and delivered it to the Department for its review, no more than 75% of the budgeted professional fees, will be paid to the consultant. Proposals should identify key milestones for payment.

### **iii. Report**

The consultant shall submit a draft report to Staff that provides the consultant's evaluation of the validity and success of Verizon's Network Review Plan as outlined in this RFP. The results of the consultant's review and recommendations shall be presented in sufficient detail to support specific findings. All consultant workpapers must be available for Staff's review. The consultant shall confer with Staff and then provide a revised draft report to Staff, if necessary. Staff may forward the draft report to Verizon for factual verification. The report is to be written at a level that assumes a fundamental understanding of common utility terminology and operations. It is intended for an audience consisting of interested parties, the Commissioners, Staff and Company management, and highly technical terms, jargon, and acronyms are not to be used.

The consultant shall then prepare a final report. The consultant may make modifications to address specific comments as it deems necessary after consultation with Staff. The final report shall be submitted to Staff. A hearing on the report may be convened. The consultant may be required to present its report, including findings and recommendations, within the context of this formal hearing. The consultant should be prepared to defend the report and respond to examination by parties.

The firm selected by the Director of the Office of Telecommunications will be required to sign a standard agreement that will govern the conduct of the review. This three-party agreement is also to be signed by representatives of the Company and the Staff, and sets forth the responsibilities of each of the parties. A copy of that contract will be made available upon request.

### **b. Staff**

Staff has overall responsibility for the day-to-day management of the project and will work closely with both the consultant and the Company to stay abreast of the review and facilitate coordination between the consultant and the Company. Staff has the responsibility to review the consultant's work and may participate in all the project activities, including, but not limited to, interviews and field visits.

### **c. Verizon**

Verizon will designate a senior officer to coordinate the Company's effort. The senior officer will be kept abreast of the progress and issues of the review so that he or she will be able to ensure there is appropriate planning, direction, and corporate commitment to the project. The senior officer should be well informed in his/her designated areas and have sufficient authority to make and implement decisions, and to authorize payments to the vendor at Staff's direction. Verizon will provide suitable office space with file cabinets, telephones, access to copying facilities, and fax machines for use of the consultant and Staff during the course of the review.

## **Requests For Proposals**

### **1. Bidders' Conference Call**

A bidders' conference call concerning this RFP will be held at 10 AM EDT on Tuesday, April 14, 2009. Firms interested in participating in the bidders' conference call and expecting to respond to the RFP should contact John A. France, Verizon Network Review Plan Project Coordinator, (518) 473-5242 or [john\\_france@dps.state.ny.us](mailto:john_france@dps.state.ny.us) for the conference call number. Firms are asked to contact us by close of business on April 2, 2009.

### **2. Submission of Proposals**

Consultants interested in responding to this RFP must submit an original and nine copies of their proposal, and an electronic version in ".pdf" format. The Department must receive all such copies by 5:00 PM on Wednesday, May 6, 2009. All materials should be enclosed in a sealed inner envelope and be identified on the outside as "Response to RFP Regarding the Audit of Verizon's Compliance with its Network Review Plan." Consultants shall also submit an electronic version of their proposal no later than May 6, 2009. The Department will not accept e-mail submissions or facsimile copies of proposals as a substitute for the hardcopies of the proposal. Further, submission of electronic version or facsimile copy of the proposal will not be considered as sufficient with respect to the bid receipt deadline of 5:00 PM on Wednesday, May 6, 2009. Proposals shall be addressed to Jaclyn A. Brilling, Secretary, New York State Department of Public Service, 3 Empire State Plaza, Albany, New York 12223-1350.

Proposals shall include a cover letter, signed by a responsible official certifying:

- the accuracy of all information in the proposal;
- the bidder's commitment and ability to perform all the work contained in its proposal; and,
- compliance with all RFP requirements.

The cover letter shall include the bidder's address, name of a contact person, telephone number, e-mail, address and fax number. In addition, the cover letter shall contain a statement that the proposal is a firm offer for a 180-day (or more) period. Staff will acknowledge receipt of each proposal by e-mail.

Bidders may submit a self-addressed stamped envelope requesting that Staff verify that their bid was received.

Questions should be directed to Mr. John A. France, Verizon Network Review Plan Project Coordinator, Department of Public Service, 3 Empire State Plaza, Albany, New York 12223-1350. Mr. France can also be reached at (518) 473-5242 or via e-mail ([john\\_france@dps.state.ny.us](mailto:john_france@dps.state.ny.us))

With certain specified exceptions, New York State's Freedom of Information Law, Public Officers Law §§ 84-90, requires the Commission to provide the public with copies of an agency's records upon request. While it has not been Staff's practice to routinely release copies of proposals submitted, those submitting proposals should be aware that upon receipt the proposals become an agency record. Accordingly, in response to a request under FOIL, the Commission could be required to make copies of any proposal available to the public. A request for protection should be made to Steve Blow, Esq., Records Access Officer, New York State Department of Public Service 3 Empire State Plaza, Albany, New York 12223-1350, setting forth the reasons. Any request for protection will be subject to the requirements of FOIL. Failure to request protection at the time the proposal is submitted may result in public disclosure of the information submitted. Any information which the Company presents to the consultant on a proprietary basis, shall be identified as proprietary in the consultant's draft and final reports provided to Staff.

Those submitting proposals do so entirely at their own expense. There is no expressed or implied obligation by the Department to reimburse any firm or individual. Whether selected to perform work or not, any costs incurred in preparing or submitting the proposal or responding to any additional information requested by Staff, or for participating in the selection interviews described in Section IV, will not be reimbursed.

Submission of any proposal indicates acceptance of the conditions contained in the RFP unless clearly and specifically noted otherwise in the proposal. The Department reserves the right to reject any and all proposals submitted in response to its request.

### **3. Bidder Qualifications**

The Department will not engage a firm with a conflict of interest, and may not engage any firm with the appearance of a conflict of interest.

The consultant's proposal should identify each existing contract or other agreement that the consultant or its subcontractor(s) have with Verizon and its affiliates and should describe any work that it or its affiliates are doing or have done for any Verizon of New York, Inc. and/or its affiliates in the past two years. Similar disclosures should be made for any existing contract the consultant or its subcontractor(s) have with organizations representing Verizon's workforce. Based on the consultant's submission, Staff will determine if there is either an appearance of or an actual substantive conflict of interest.



The consulting firm selected, and its staff and subcontractors are expected to conduct themselves in accordance with the highest business, professional and ethical standards. Neither the consulting firm, its staff, nor any subcontractor is to offer any gift, favor, or gratuity of any value, or to make any offer of employment to any officer or employee of the Company or to any Commissioner or member of the Staff either during the audit or within two years following completion of the review. Violation of this restriction may result in immediate termination of services of the offending individual or firm, and may ban the individual or firm from future consideration by the Commission or Staff.

Finally, the consulting firm selected and any subcontractor engaged by it on the project, will be required to enter into a three-party contract (consultant, the Company and the Department) establishing the terms of the engagement. A copy of that contract will be upon request. The consulting firm and any subcontractors must agree that neither it nor any of its affiliates or any of its principals or employees will perform any work for the Company or its affiliates during the course of the audit and for two year after completion of the audit without written authorization by the Department.

#### **4. Content of Proposals**

The proposal, which is to be bound as a single document, must contain a description of relevant projects that the consulting firm has completed. A single copy of one or more of the firm's most recent publications, presentations or other documents should be submitted along with the proposal. Preferably, such documents should be of a final nature concerning the same subject area as this proposal, and be of similar complexity.

The proposal must contain the following sections, discussed in more detail below:

1. Introduction
2. Scope and Objectives
3. Approach, Methods, Procedures, and Project Management
4. Areas and Issues for Review
5. Consulting Staff Organization
6. Schedules and Budgets
7. Qualifications of the Firm
8. Exhibits

##### **1. Introduction**

The introduction should include a short section describing the purpose of the proposal. A demonstration of the consultant's understanding of the specific issues relevant to the audit is also required.

2. Scope and Objectives

In this section of the proposal the consultant is to confirm in its words its understanding of the scope and objectives. The consultant should demonstrate the process the consultant intends to use to evaluate Verizon's Network Review Plan. Proposals should identify specific tasks and activities that the consultant would perform. At a minimum, the proposal should address the methods and procedures to be employed and the criteria to be used in reviewing Verizon's Network Review Plan. The consultant's proposal should describe the underlying approach to be utilized in performing this evaluation to allow Staff to understand fully how the consultant would perform the evaluation.

3. Approach, Methods, Procedures, and Audit Management

An explanation of the process the consultant intends to use to demonstrate its compliance with the required scope of work must be provided. It should contain how the review will be planned, implemented, supervised and managed by the consultant's staff, as well as the philosophy and approach to these steps. The methods and procedures to be employed and the criteria to be used in its evaluations should also be addressed to allow Staff to fully understand how the consultant will perform the review.

The scheduling and project management systems to manage and control the project are to be described in this portion of the proposal.

4. Areas and Issues for Review

The proposal must include a description of how the scope and issues identified in the Commission's orders' will be examined during the audit, and show how the consultant's staff will be assigned to complete the scope and meet the expected deadlines.

5. Consultant Staff Organization

The proposal must include the organizational structure for the engagement and the resources that will be involved in the review. The organizational structure should identify personnel who will work on each aspect of the evaluation, their expected time commitment, and relevant credentials. The consultant should note which resources in this organizational structure will be dedicated to which aspects of the project and which resources will be shared. Each of the consulting staff members who will be assigned to the specific task areas must be designated in the proposal and what percentage of that consultant's time would be allocated to the project must be specified. A resume which focuses on experience directly related to his or her areas must be included for each individual. Descriptions of an individual's experience should include his or her responsibilities in previous assignments which are relevant to the scope and objectives of the review, whether that experience was gained during the period of employment with the proposing consulting firm, and whether the proposed team has worked together on previous assignments.

For those individuals proposed who are not employees of the firm, the nature of their commercial

relationship with the firm is to be described, including the number of previous assignments undertaken on behalf of the firm. Each consultant should be prepared to discuss his or her experience in the area of telecommunications service installations and associated grounding and bonding requirements. No other personnel can be assigned to the review without prior written approval of Staff. If the consulting firm is selected as a finalist, personnel should be available for finalist interviews.

6. Schedules and Budgets

The proposal is to include a schedule/timeline showing dates for all important milestones such as project start, time on-site, and draft and final reports for the project. The proposal must also contain a not-to-exceed cost in which the costs of professional services and out-of-pocket expenses are separately stated, and the criteria for each defined for billing purposes. The current professional fee (billing) rates for each individual must also be stated. An example of the invoice detail that is to be reported and billed is shown on the next page.

## Sample Invoice

*Ocean Breeze Associates*  
172 Leisure Lane  
Hilton Head, South Carolina

September 10, 2009

Mr. John A. France  
Verizon Network Review Plan Audit Project Manager  
Office of Telecommunications  
Department of Public Service  
3 Empire State Plaza  
Albany, New York 12223-1350

Dear Mr. France:

This constitutes our invoice for professional fees and expenses incurred during August 2009 on the Verizon's Network Review Plan Audit payable by Verizon of New York, after Staff approval.

<u>Staff</u>	<u>Days</u>	<u>Rate</u>	<u>Fees</u>	<u>Expenses</u>	<u>Total</u>
Hector Lopez	7	\$xxx	\$x,xxx	\$ xxx.xx	\$ x,xxx.xx
Susan Jones Smith	3	xxx	xxx	xx.xx	x,xxx.xx
Robert Fields	2.5	xxx	x,xxx	xx.xx	x,xxx.xx
Liam O'Leary	5	xxx	x,xxx	xxx.xx	x,xxx.xx
Helen Roberts	8	xxx	x,xxx	xxx.xx	x,xxx.xx
Alan Cohen	<u>11</u>	xxx	<u>x,xxx</u>	<u>xxx.xx</u>	<u>x,xxx.xx</u>
Subtotal		36.5	xx,xxx	x,xxx.xx	xx,xxx.xx

<u>Firm Expenses</u>	
Supplies	\$ xxx.xx
Telephone	xx.xx
Secretarial/Office Support	<u>xx.xx</u>
Subtotal	xxx.xx
Invoice Total	\$ xx,xxx.xx

I certify that the above charges are correct and just and have not been previously billed, except as indicated, and that payment therefore has not been previously received by Ocean Breeze Associates.

Very truly yours,

Herbert Fowler  
Vice President

The consultant shall provide a not-to-exceed cost in which the cost of professional services and out-of-pocket expenses are separately stated. The proposal must include the current professional fee rates for each individual. The consultant should detail any assumptions going into the price bid. The not-to-exceed cost shall be inclusive of all expenses associated with the creation of the deliverables, including travel and incidentals. Payments under the contract will be made according to a negotiated schedule of deliverables; however, 15% of professional fees will be retained until Staff approves the detailed workplan. With the approval of the workplan the incremental 5% of professional fees which were withheld pending approval of the workplan will be released and subsequently 10% of professional fees will be retained until Staff determines that all deliverables have been provided to Staff. Furthermore, until such time as the consultant has completed its draft report and delivered it to the Department for its review, no more than 75% of the budgeted professional fees will be paid to the consultant. Proposals should identify key milestones for payment.

Staff will audit all invoices and no payment will be made until authorized by Staff as being compliant with the contract. For purposes of establishing an expense budget and determination of expenses chargeable to the project, we suggest your proposal set forth a per diem rate for expenses. These per diem rates would be for all expenses (excluding hotel and inter-city transportation).

The cost for all draft reports is to be included in the not-to-exceed cost. However, the cost of printing the final report is not to be included in the not-to-exceed cost. If Staff determines that the consultant should provide printed copies of the final report, the consultant will be reimbursed for its costs of printing the final report.

#### 7. Qualifications

Proposals shall include a discussion of

A) Qualifications of Individual Consultants - Provide a detailed description of the experience and qualifications for all consultants who will be assigned to the project. The proposal should identify the lead consultant and the name and credentials of each consultant team member who will be involved and the specific area(s) to which they will be assigned and responsible. At the finalist interviews, each consultant should be prepared to discuss his/her experience in the areas outlined in the scope of this RFP and his/her specific area of expertise, as applicable.

B) Qualifications of the Consulting Firm - The proposal should discuss the firm's specific experience in the areas in the scope of this RFP. Previous engagements of a similar nature should be identified and client references for those engagements should be included in the proposal. The firm must clearly demonstrate its prior experience in protecting confidential/sensitive information,

including, but not limited to the methods, processes and procedures which will be employed. The principal participants of the engagement must be in the employ of the firm(s) submitting the proposal.

8. Subcontracting

Consultants are free to subcontract portions of this review, but there will be only one consulting firm retained. All subcontractors must be approved by Staff and must comply with all aspects of the RFP. The consultant's proposal must provide a clear demonstration of its understanding of the objectives and deliverables. It should also illustrate the consultant's approach to meeting the objectives in a timely and comprehensive fashion.

#### **4. Evaluation of Proposals**

All proposals will be evaluated by Staff which will then make a recommendation to the Director of the Office of Telecommunications, who will select a consultant. The Director of the Office of Telecommunications desires to select the bidder who will provide the "best value," taking into consideration the most beneficial combination of qualifications, services and cost, and the consistency of the bid with the requirements of this RFP. Only proposals deemed to be responsive to the submission requirements and evaluation criteria will be evaluated by Staff.

The selection process entails two steps. First, initial review of the proposals based on the criteria identified below will be conducted by Staff. Second, based upon this initial evaluation, one or more of the consulting firms will be selected and interviews with the finalists will be scheduled. Similar to the cost of proposal preparation, consultant costs associated with preparation and participation of finalist interviews is the responsibility of the consulting firm, should not be incorporated in the proposal, and are not reimbursable.

##### **a. Initial Review of Proposals**

The initial evaluations of the proposals will be based on Staff's assessment of the likelihood that the work will be done well and in a timely manner as determined in large part by using the following criteria:

**Criterion 1: Content of Proposal** - The proposals will be reviewed by Staff for conformity with the RFP, and reviewed for substantive content. The ability of the consulting firm to prepare a proposal that is clearly written, concise, yet complete and well organized will be considered a strong indication of the firm's ability to produce a final report of similar quality. The criteria will also look at the firm's proposed project management processes. Any proposed reservations or constraints concerning Staff's involvement will be a factor in its evaluation.

**Criterion 2: Firm and Individual Consultant Expertise and Experience** - In evaluating the proposals, the experience, ability and expertise of the consulting firm and the experience of the individuals assigned to the project will be considered. The proposal should demonstrate the firm's ability to manage the project and present its proposed approach and methods to be used to conduct the evaluation and meet the objectives as outlined in the project scope. The expertise and experience of individuals and their proposed work assignments associated with this audit should be clearly outlined as it will be an important factor in this aspect of the evaluation.

**Criterion 3: Cost** - The cost of the consultant's evaluation will be analyzed from the prospective of the number of days required, the billing rates of the proposed staff, and administrative overhead.

#### **b. Interviews with Consultant**

Those firms selected for further consideration may be required to arrange a location in Albany or New York City for interviews of the individuals to be assigned to the audit. The interview agenda should include a short presentation of the consultant's proposal, and a discussion of scope, approach, methods, procedures, and project management with the designated engagement manager. Staff may also interview each of the professional staff separately at that time to discuss his or her areas of expertise.

#### **1. Evaluation Criteria**

The areas to be evaluated during the interviews include the experience, ability, and expertise of personnel, the ability of the audit manager, and the ability of the proposed staff to function as a team. Of equal importance is the proposed team's understanding of the scope of the engagement and of the proposed methods and approaches. Serious deficiencies in any of these categories could be sufficient cause for a firm not being selected, regardless of its strengths in other areas.

2. Document Requirements

The firms under consideration will be requested to submit in advance of the interview copies of recent work products by each professional staff member in those areas in which the person is proposed to be assigned.

Each firm will be required to describe in writing how it proposes to document the findings and conclusions in its report. At a minimum, the work papers should identify sources of information, nature and extent of the work done and conclusions reached. The firm should be prepared for an audit by Staff of work papers in any scope area during or after the audit.



ATTACHMENT A

**LIST OF RELEVANT AREAS**

<b>Area</b>	<b>Location</b>
<b>Staten Island</b>	Staten Island - Richmond County
<b>Brooklyn</b>	Brooklyn - Kings County
<b>Queens</b>	Queens - Queens County
<b>Bronx</b>	Bronx - Bronx County
<b>Manhattan</b>	Manhattan – New York County
<b>North Suffolk</b>	Suffolk County “North”
<b>South Suffolk</b>	Suffolk County “South”
<b>North Nassau</b>	Nassau County “North”
<b>South Nassau</b>	Nassau County “South’
<b>Western</b>	Buffalo, Amherst, Hamburg, Orchard Park, West Seneca
<b>Central</b>	Syracuse, North Syracuse, Baldwinsville, Fayetteville, Cicero, Clay
<b>Capitol North</b>	Schenectady, Latham Albany, Bethlehem, Guilderland, Wappingers Falls, Poughkeepsie-Hamilton, Cornwall, Newburgh, Fishkill
<b>Capitol South</b>	New Rochelle, Harrison, White Plains, Tarrytown, Tuckahoe, Fairview, Yonkers, Mamaroneck, Scarsdale, Dobbs Ferry, Mt Vernon, Larchmont, Port Chester, Rye
<b>Southern</b>	Carmel, Katonah, Bedford, Chappaqua, Mt. Kisco, Yorktown, Armonk, Mahopac, Peekskill, Pleasantville, Ossining
<b>Westchester</b>	Rockland County
<b>Northern</b>	
<b>Westchester</b>	
<b>Rockland</b>	