

# REQUEST FOR PROPOSALS

<b>CONTACT</b>	LAURIE ZILBAUER, STUDY COORDINATOR
<b>DATE OF ISSUE</b>	MAY 30 <sup>TH</sup> , 2008
<b>DEADLINE</b>	JUNE 20 <sup>TH</sup> , 2008 at 4:00 PM
<b>FINAL SELECTION DATE</b>	JULY 7 <sup>TH</sup> , 2008

## BACKGROUND

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The Northeastern Vermont Development Association (NVDA) is the Regional Planning Commission (RPC) and Regional Development Corporation (RDC) for the Counties of Caledonia, Orleans, and Essex Vermont. NVDA is a quasi-governmental entity designated by state statute to represent the 50 municipalities in our region with regional planning and economic development activities.

In 2007, NVDA began working with Paul Brouha and the Town of Sutton to address the feasibility of redeveloping the old Burke Lumber Mill site (closed in 2000), located adjacent to West Burke Village, as a wood-chip/pellet production facility. The Town of Sutton applied for and received a Vermont Community Development Program – Planning Grant to study the feasibility of such a facility. An Advisory Committee has also been formed of regional stakeholders with local knowledge and expertise in forestry, forest management, logging, and other wood related businesses. The Advisory Committee will be responsible for guiding this project and providing the consultant with supportive information.

NVDA, on behalf of the Town of Sutton, is seeking to hire a qualified consultant to complete a feasibility study for a wood-chip/pellet production plant on the old Burke Lumber Mill site. The maximum budgeted amount available for the feasibility study is \$ 28,500.

## OVERVIEW

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The prospective consultant replying to the RFP will be or represent a firm, company or corporation possessing experience and expertise in developing similar assessments, marketing studies, and business management plans, and will demonstrate the professional standards in these areas to undertake and successfully complete the outlined Scope of Work.

Laurie Zilbauer, NVDA Regional Planner, is the Study Coordinator and shall act as the liaison between the consultant and the Town of Sutton. This RFP is being issued by the Study Coordinator from the Northeastern Vermont Development Association office, located at 36 Eastern Ave. PO Box 630, St. Johnsbury, VT 05819. If there are any questions related to this RFP they can be directed to Laurie at (802) 748-5181 or [lzilbauer@nvda.net](mailto:lzilbauer@nvda.net).

The Town of Bridport in Addison County, Vermont was also awarded a Vermont Community Development Grant to study the feasibility of developing a Fiber Bio-Fuel Manufacturing Facility. There are elements of the Bridport Study that may overlap and The Department of Housing and Community Development has required that we demonstrate that there has been collaboration between the two studies. Evidence of this collaboration will be required throughout the study and as part of any work product submitted. Consultants should address, in their proposal, their intent to collaborate where possible. \* A copy of the Bridport RFP is attached for your review.

# TOWN OF SUTTON WOOD FUEL FACILITY FEASIBILITY STUDY

## SCOPE OF WORK

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The Scope of Work will include a feasibility study that will address the following elements:

### 1. FUEL WOOD MARKET ANALYSIS

#### i. Supply Assessment

- Building on the Vermont Wood Fuel Supply Study (BERC), survey local business leaders in the industry to assess the potential supply of low-grade wood feed stock; verify the supply confidence, and actual resource availability. Use all available information to define a procurement zone for the proposed facility.
- Determine total regional land base available for resources, including the average annual (typical) harvest volume, including size and frequency of timber sales, estimates of sawlog vs. pulp, chip, and other low value products, percent of sales providing chip truck access to landings (and during what seasons), percent of sales employing whole tree harvesting vs. every other type of harvesting, average volume of low value products, market stumpage rates for low value products, and projections for future harvest volumes.
- Characterize annual stumpage/inventory volume (by species), production methods, and delivery costs.
- Characterize the sources of harvest volume for the procurement region: proportions from certified lands, easement protected lands, use value managed lands; large vs. smaller landowners; corporate vs. private vs. non-profit ownership.
- Analyze the supply infrastructure and determine the key factors that will enable harvesting of these wood resources, such as a reasonable rate of return for landowners, plus sustainable earnings for loggers and truckers. Sliding scales are encouraged as price volatility of certain harvesting cost inputs (i.e. fuel) are a concern when factoring this information.

#### ii. Market Demand

- Identify potential markets (local, regional, national, international) for wood-chip and wood-pellet products. Wood-chip and pellet products should at least include residential, commercial, industrial thermal, and energy uses. Include product specifications for specific individual markets; document market size (individual and aggregate) and other sources of raw material available.
- Determine the future market trends for the wood-chip and pellet products mentioned above, and identify the factors influencing these trends.
- Assess the potential price advantages for wood-chip and wood-pellet products shipped by rail and truck to market areas. Assess the opportunity to coordinate backhaul loads of other products to this region.
- Identify the price points at which it will be economical to employ these wood fuel resources (residential, commercial, industrial thermal, energy products) over other traditional fuel sources, in other words, the switching point.

#### iii. Competition

- Identify and characterize competitive businesses for both raw materials and product markets, including existing and proposed facilities.
- Determine competitive advantages of this facility and product, such as lower cost feedstock, reduced transportation costs, rail accesses, specialty markets willing to pay more for higher quality products, etc. Research opportunities to differentiate product from competition (quality, price, service, sustainable production certification).

# TOWN OF SUTTON WOOD FUEL FACILITY FEASIBILITY STUDY

## 2. BUSINESS ORGANIZATION & SETUP

### i. Facility Size

- Based on the findings from the Wood Fuel Market Analysis (task 1 above) and other factors determine a recommended size and production capacity for a wood-chipping and pellet production facility. Keep in mind maintaining long-term sustainability of forest resources is a concern.
- Determine the amount of on-site bole tree chipping that will need to be performed in addition to contractor provided wood-chips to support the recommended facility.
- Determine the specifications of wood-chip and pellet products (size, finish, quality, and quantity) and the necessary feedstock required (size, species, quality).

### ii. Operations & Costs

- Identify the basic manufacturing process for the proposed products, including approximate needs for equipment, labor requirements, yard operations, space requirements, inventory management, and energy specifications and usage.
- Identify the most promising options for ownership/business organization for such a facility (i.e. sole proprietorship, cooperative, corporation, etc.).

## 3. SITE FEASIBILITY ANALYSIS

### i. Site Review

- Determine whether the Old Burke Lumber Mill site can meet the needs of a wood-chip and pellet production facility. Key site elements should include, but are not limited to, wood storage capacity, availability of electrical supply, appropriate site access for truck and rail, functionality of existing buildings and facilities for production, feasibility of site relative to supply network and potential market areas.
- Determine the potential obstacles or challenges in developing a facility of this sort (i.e. zoning, neighboring residential properties). Identify ways to alleviate elements such as noise, traffic, dust, vibration, aesthetics, etc.

## **PROPOSAL REQUIREMENTS**

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The proposal should focus on addressing the consultant's ability to provide the services outlined in the Scope of Work. Please provide the following:

### 1. COVER LETTER

A letter signed by an officer of the firm, binding the firm to all comments made in the proposal. Include a primary contact person for the proposal.

### 2. QUALIFICATIONS AND EXPERIENCE

Provide a description of the history, experience, and qualifications of your firm and any proposed subcontractors\* to perform the Scope of Work. Please include:

- a. Resumes of all principals assigned to the project.
- b. Statement on experience with similar studies.
- c. List of similar projects your firm has undertaken.
- d. References from similar projects your firm has undertaken.

\*If any element of the scope will be subcontracted, please provide the same information for the subcontracting firm.

# TOWN OF SUTTON WOOD FUEL FACILITY FEASIBILITY STUDY

## 3. APPROACH TO SCOPE OF WORK

Provide a detailed description of your approach to each scope of work element. Key aspects to focus on include:

- a. Methodologies and/or quantitative methods used.
- b. Approach to effectively communicate with the various entities involved in study.

## 4. SERVICE TIMEFRAMES

Provide a detailed description of the services to be performed by the consultant based on the Scope of Work and the average timeframes required to complete each. This should include:

- a. The estimated number of staff-hours and other resources required to complete each task.
- b. All personnel anticipated to be involved in each task.

## 5. PROJECT COST

Provide detailed costs for the services to be performed by the consultant based on the Scope of Work.

## **SUBMISSION REQUIREMENTS**

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Prospective consultants should submit one (1) original hardcopy, and nine (9) copies of their proposal to NVDA on or before Friday, June 20<sup>th</sup>, 2008 at 4:00 p.m. Proposals should be submitted to:

Laurie Zilbauer  
NVDA Study Coordinator  
36 Eastern Avenue, Suite 1  
P.O. Box 630  
St. Johnsbury, VT 05819

Prospective consultants who are mailing proposals should allow normal mail delivery time to ensure timely receipt of their proposals. NVDA is not responsible for any proposals that arrive, by any means, beyond the deadline indicated.

## **PROPOSAL EVALUATION**

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The proposals will be evaluated by the project Advisory Committee. The proposal will be evaluated based on the criteria presented below.

Evaluation of the proposal will consider, but may not be limited to, the following:

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|--|--------|
| 1. Qualifications and range of experience of project staff and sub-consultants             | 25 pts |
| 2. Knowledge of project requirements as demonstrated under the "Approach to Scope of Work" | 25 pts |
| 3. Service timeframes and ability to complete work in a timely manner                      | 25 pts |
| 4. Written presentation, including readability and conveyance of technical aspects         | 10 pts |
| 5. Project Cost  | 15 pts |

The Advisory Committee will make a decision by Monday, July 7<sup>th</sup>, 2008. Consultants not awarded the work outlined here will be notified by mail. The successful consultant will be required to sign a contract with the Town of Sutton in which they accept responsibility for the performance of services as stated in their proposal.

## **PROVISIONS**

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NVDA assumes no responsibility and no liability for costs incurred relevant to the preparation and submission of the RFP by prospective consultants, or any other costs prior to issuance of a contract. NVDA also retains the right to reject any and all of the proposals submitted as outlined in the evaluation criteria mentioned previously.

## TOWN OF SUTTON WOOD FUEL FACILITY FEASIBILITY STUDY

A contract between NVDA and the selected consultant will be subject to and be in accordance with all Federal, State, and local laws as may be applicable. Funding for the contract is provided through the Vermont Community Development Program. The consultant's proposed work plan must be in compliance with the State of Vermont Grant Agreement pertaining to this project.

NVDA and the Town of Sutton are Equal Opportunity Employers. Minority and women-owned business enterprises are encouraged to submit proposals.

# Addison County Regional Planning Commission

14 Seminary Street Middlebury, VT 05753 www.acrpc.org Phone: 802.388.3141 Fax: 802.388.0038

## REQUEST FOR PROPOSALS

### Town of Bridport and ACRPC

#### *Market and Feasibility Study for Fiber Bio-Fuel Manufacturing Facility*

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**Contact:** Adam Lougee, 388-3141

**Date of Issue:** This RFP will be issued shortly.

**Deadline:**

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#### I. INTRODUCTION

The Town of Bridport and the Addison County Regional Planning Commission (ACRPC) are seeking qualified consultants to develop a market and feasibility study concerning the cost effectiveness of locating a fiber bio-fuel (grass, wood, agricultural/industrial waste; recycled fiber) manufacturing facility in Addison County. The Study involves a comprehensive study of the elements necessary to locate and operate a facility within Addison County. Study components include a study of fiber available given existing market conditions from any or a combination of the sources noted above, identifying locations for and the optimal size of a manufacturing facility for this region and a market analysis determining the capacity of the local market to use the product produced. The project area for this study is all of Addison County, anticipating that transportation costs will limit the range of the supply of raw material and the market for the product to the Addison Region.

Significant interest exists for this project within the region. Farmers and forestry workers are interested in supporting the working landscape by creating alternative markets for fiber grown within the region. Consumers and businesses are interested in deriving consistent, cost effective locally derived sources of energy for fuel and to improve the local economy. This project reflects and incorporates both of those interests.

The Consultant will work with staff from ACRPC to administer the project and to identify sources of supply available by working with ACRPC's GIS database and manager.

The Consultant and ACRPC will report to a Steering Committee composed of members of the Regional Planning Commission, the local agricultural community, the local forestry community, local alternative energy advocates and the local economic development community. The Steering Committee will select the Consultant, help develop the Consultant's analysis, serve as local resources for the consultant in gathering data; review the data and analysis produced and present the conclusions to the local community.

**It is anticipated that this project will not exceed a cost of \$20,000 and it will be completed by March 30, 2009.**

Addison	Bridport	Bristol	Cornwall	Ferrisburgh	Goshen	Leicester
Lincoln	Middlebury	Monkton	New Haven	Orwell	Panton	Ripton
Salisbury	Shoreham	Starksboro	Vergennes	Waltham	Weybridge	Whiting



## **II. EXISTING CONDITIONS AND PRELIMINARY ALTERNATIVES**

Previous studies and local input have identified the following:

1. Middlebury College study of the costs of bringing agricultural fiber to market (2007);
2. Middlebury College analysis of wood fibershed with Vermont Family Forest
3. Demographic Information from the Addison County Regional Plan
4. GIS Vermont Current Use Program Datalayer

The consultant should also consider the following when identify locations for and the viability of a facility.

1. Co-generation with an existing business in the region to utilize existing waste streams for heat and raw material in manufacturing process;
2. Utilization/conversion of an existing feed mill in the region as a pellet production facility;
3. Utilization of the railway for supplemental raw product of fiber;
4. Other strategies that would provide cost-effective returns for a co-generation or manufacturing facility that would provide returns sufficient to attract an investor to locate in Addison County.

## **III. SCOPE OF WORK**

In general, the scope of this project will consist of a research and market analysis process that identifies the existing or potential supplies of fiber within the region; defines the costs of bringing that fiber to the local market; analyzes the cost of converting that fiber to a marketable bio-fuel product; and analyzes the cost and quantity data to determine whether the market can support the investment necessary to produce the product. The outcome of the process will be a complete market analysis and feasibility study that provides a definitive answer concerning the rate of return on and economic viability of a bio-fuel manufacturing facility in Addison County. Specific information will include:

- Identification of the cost and quantity of a consistently available supply of fiber or other raw material;
- Identification of potential facility locations, including co-generation or conversion of existing mills and an analysis of the capital investment necessary to construct/convert a cost-effective facility
- Evaluation of the Region's market for the energy product produced including specific clients and pricing and demand data;
- Identification of other issues/studies uncovered in the scope of this work
- Clear, written documentation of project issues and overall feasibility

The draft and final reports will include the elements of the recommended outline included as Attachment A. The feasibility study shall include the steps listed below.

### **A. Review earlier studies and existing conditions.**

The consultant will review materials related to existing conditions including those noted above.

The consultant will familiarize themselves with the region and existing businesses in the area with the potential to either produce the bio-fuel or utilize a co-generation operation to help maximize facility costs or market opportunities.

### **B. Steering Committee Meetings**

The consultant will work with ACRPC to organize and facilitate Steering Committee meetings to:

- Develop a clear understanding of the project, goals, objectives and concerns
- Gather initial input from Steering Committee Members
- Present data and analysis to the Steering Committee members for their review and input

- Otherwise report to and seek input from the Steering Committee

ACRPC and the Consultant will conduct regular meetings with the steering committee during the course of the study to discuss the progress made to date. The primary goal of the study is to create definitive data and analysis that a business or other enterprise will be able to utilize to build a facility and implement a business plan to operate a bio-fuel manufacturing facility within the region. The Consultant's coordination with the steering committee is a key component of this study because members of the committee represent the communities most likely to supply, invest in or purchase from the facility.

Current Members of the Steering Committee include:

Sid Bosworth of the University of Vermont Extension Program  
Netaka White of the Vermont Sustainable Jobs Fund in charge of Alternative Energy Development  
Chris Olson, the Addison County Forester  
Bill Scott of the Addison County Farm Bureau  
Ted Foster of the Addison County Farm Bureau  
Jamie Stewart of the Addison County Economic Development Corporation  
Harvey Smith of the United States Department of Agriculture and the Addison County Regional Planning Commission.

Steering Committee members will be added to provide additional expertise if necessary.

Adam Lougee of the Addison County Regional Planning Commission will provide overall administrative support for the project.

Kevin Behm of the Addison County Regional Planning Commission will provide GIS related services to identify fiber supply availability.

The recording and distribution of any steering committee or other public meeting minutes will be the responsibility of the consultant.

### **C. Compile Base Supply and Demand Information/Document Existing Conditions and Create Supply Quantity and Cost Estimates**

The consultant will compile base Supply and Demand information for wood and fiber fuel pellets within the region. Consultant will determine current demand for woodchips and/or pellets within the region by examining available records including industrial use figures or sales records and other sources.

The Consultant will also work with ACRPC to determine the availability of land and the capacity of that land for the in-county production of fiber from grasses, available but unused wood resources or other manufacturing waste streams or recycling. ACRPC will work with Consultant to use available mapping including VT Digital Ortho-photos, digital soils maps and other natural resource-based GIS data available for the region. From this all land available for energy fiber cultivation will be identified and calculated. Finally, total yields available will be forecast under several different scenarios. The compiled information must be displayed in an ArcView-compatible format. All maps and plans generated as part of this project should also be provided in PDF format.

Existing conditions should be noted and recorded on a map of the region using some form of standard notation that will illustrate the constraints and opportunities for each supply source identified.

Costs and availability of out-of-county fiber feedstock will be combined with estimates of in-county fiber production to determine the total availability and cost ranges for pellet feedstock.

#### **D. Define Facility and Investment Needs; Cost of Production**

Based upon available supply and market data identify the optimal size facility for the region. Include any other infrastructure needs, or location/co-location requirements including the possibility of co-generation. Analyze pellet production costs from across the United States and specific inputs from Addison County to determine the cost of production at an optimal level.

Develop total cost estimates for manufactured product in Addison County including a summary of facility costs and operating costs.

**NOTE: The Town of Sutton in Northeastern Vermont was also awarded funds to study the conversion of an existing building into a wood pellet manufacturing plant. The Department of Housing and Community Development has requested that Sutton and ACRPC coordinate their RFPs to determine whether they can save any funds on providing facility information. Consultant should address how their response addresses this issue.**

#### **E. Develop Market Study**

Develop a market study for the region for potential users of the bio-fuel pellet based upon a scenario of cost assumptions. Focus primarily on the commercial market

#### **F. Develop Preliminary Pro Forma**

The consultant will develop preliminary pro forma to operate the facility based upon the supply, facility cost and operation and marketing data developed. The final report should include information on local, state or federal funding sources available to help an investor implement the project and how they might impact the pro forma.

#### **G. Project Time Line**

The consultant will provide a project development timeline that takes the project through the design, permitting and construction phases until the plant opens.

#### **H. Report Production**

Using information gathered from the activities outlined above and from the meetings with the steering committee, the consultant will submit draft and final feasibility reports outlining the findings of the study (see Standards and Deliverables for number required). The consultant will present and review the draft report to the steering Committee and ACRPC before completion of the final report. The consultant will follow the report format shown in Attachment A and is expected to include all of the elements listed in the outline.

### **IV. STANDARDS AND DELIVERABLES**

- A.) A digital copy of the final report with all illustrations and maps shall be delivered on compact disc in Adobe Acrobat PDF format. The text portion of the final report shall also be provided as a MS Word file. All copies of draft and final reports shall be double-sided.
- B.) The consultant will provide ten (10) bound copies of the draft and final report. Reports must be submitted a minimum of one full week prior to meetings at which they will be discussed. In addition, one unbound, single-sided camera-ready copy of both the draft and final reports will be provided to the Addison County Regional Planning Commission. Original copies of the draft and final reports must be submitted to ACRPC.
- C.) All data, databases, reports, preliminary engineering plans, programs and materials in digital and hard copy format created under this project shall be transferred to ACRPC upon completion of

the project and will be treated by ACRPC as public information. Digital map data products shall be compiled and delivered to ACRPC in Vermont State Plane Coordinates (NAD 1983 Meters). Data that is developed must follow all applicable published standards of the Vermont Geographic Information System (VGIS). Preferably, deliverables will be provided in ESRI 'shape' file format. All place or site-related databases must include a valid street address.

D.) The recording and distribution of minutes from all project meetings will be the responsibility of the consultant.

## **V. RESPONSE FORMAT**

Responses to this RFP should consist of the following:

A.) A technical proposal consisting of:

1. A cover letter expressing the firm's interest in the project, including identification of the principal individuals that will be assigned to the project.
2. A description of the general approach to be taken toward completion of the project, an explanation of any variances to the proposed scope of work as outlined in the RFP, and any insights into the project gained as a result of developing the proposal.
3. A scope of work that includes detailed steps to be taken, including any products or deliverables resulting from each task.
4. A summary of estimated labor hours by task that clearly identifies the project team members and the number of hours performed by each team member by task.
5. A proposed schedule that indicates project milestones and overall time for completion.
6. Resumes of individuals that will be committed to this project. The names and qualifications of any sub-consultants shall be included in this list.
7. Demonstration of success on similar projects, including a brief project description and a contact name and address for reference.
8. A representative work sample similar to the type of work being requested.

B.) Please note that Items 1 through 5 should be limited to a total of 15 pages. Resumes, professional qualifications and work samples are not included in this total.

C.) A cost proposal consisting of a composite schedule by task of direct labor hours, direct labor cost per class of labor, overhead rate and fee for the project. If the use of sub-consultants is proposed, a separate schedule must be provided for each.

The selected consultant must be approved by the Vermont Agency of Commerce and Community Development before work can begin.

## **VI. CONTRACT PERIOD AND AMOUNT**

A selection committee will select the consultant on or about June \_\_, 2008. All work on the project must be completed by March of 2009. The maximum limiting amount of this contract will be \$20,000.

## **VII. CONSULTANT SELECTION**

Consultant selection will be made by the Steering Committee or a subset of the full committee. The Steering Committee will review and evaluate all proposals based on cost and the following criteria:

- Qualifications of the firm and the personnel to be assigned to this project. (15 Pts.)
- Experience of the consultant personnel working together as a team to complete similar projects. (10 Pts.)
- Demonstration of overall project understanding and insights into local conditions and potential issues. (20 Pts.)

- Demonstrated knowledge of Project Area (15 Pts.)
- Clarity of the proposal and creativity/thoroughness in addressing the scope of work. (20 Pts.)
- Submission of a complete proposal with all elements required by the RFP (10 Pts.)
- Quality of representative work sample (10 Pts.)

The Steering Committee may elect to interview consultants prior to final selection.

### **VIII. SUBMISSIONS**

Consultants interested in this project should submit five copies of their proposal (including one unbound copy suitable for copying to:

Adam Lougee  
Addison County Regional Planning Commission  
14 Seminary Street  
Middlebury, VT 05753

Technical and cost proposals must be submitted in a sealed envelope with the following information clearly printed on the outside:

- Name and address of prime consultant
- Due date and time
- Envelope contents (technical or cost proposal)
- Project name

Proposals should be double-sided and use recycled paper, if possible. Questions about the project should be directed to Adam Lougee at the above address or at:

Telephone: (802) 388-3141  
FAX: (802) 388-0038  
E-mail: [alougee@sover.net](mailto:alougee@sover.net)

All proposals must be received by the ACRPC no later than 4:00 p.m. on May 25, 2008. Proposals and/or modifications received after this time will not be accepted or reviewed. No facsimile-machine produced proposals will be accepted.

All proposals upon submission become the property of ACRPC. The expense of preparing and submitting a proposal is the sole responsibility of the consultant. ACRPC reserves the right to reject any or all proposals received, to negotiate with any qualified source, or to cancel in part or in its entirety this RFP as in the best interest of the Town of Bridport and the project. This solicitation in no way obligates ACRPC to award a contract.

**Attachment A**  
**Recommended Outline**

- I. PURPOSE AND NEED OF THE PROJECT – identify goals and objectives; provide description of existing conditions in the region.
- II. PROJECT AREA AND EXISTING CONDITIONS – identify the project area, existing conditions and proposed location of facilities. What other locations were considered? What is the size of the supply area and market served by the proposed facility?
- III. ANALYSIS OF FIBER SUPPLY – Include resource maps indicating identified resources and the relationship to the preferred alternative. Develop a resource matrix for inclusion in the final report. Identify level of interest of suppliers in the study.
- IV. ANALYSIS OF FACILITY – What is the optimal size, location and layout of a facility for this region? How much space inside and outside a facility is necessary? What infrastructure is necessary to support the facility (Rail?) Is co-generation an option/necessary? What impacts will the facility have on the surrounding area (traffic/other)? What permits will be required to build/retrofit a facility? What other considerations should be considered in locating, building or retrofitting a facility?
- V. ANALYSIS OF MARKET – Identify market opportunities and constraints. Include maps indicating identified business markets and the relationship to the preferred facility and location. Develop a market resource matrix for inclusion in the final report. Identify level of interest of potential purchasers in the study.
- VI. PRELIMINARY PROJECT COST ESTIMATE AND PRO FORMA – What are the capital costs of the project including engineering, site, construction, equipment and facility costs necessary to develop a facility at the preferred location. What are the estimated operating revenues and costs based upon what assumptions?
- VII. PROJECT TIME LINE – Given the nature of the project what is your best estimate of the time it will take to design, construct and open the project.
- VIII. CONCLUSION - VIABILITY – Is the project economically viable. Should a business or other funding source consider this project proposal? Are there other considerations that should be made before this project is advanced?