

**REQUEST FOR PROPOSALS FOR
COMMUNITY OUTREACH AND ADVOCACY SERVICES
FOR EFFICIENCY LONG ISLAND AND
RENEWABLE ENERGY PROGRAMS**

Long Island Power Authority
333 Earle Ovington Boulevard
Uniondale, New York 11553

July 30, 2010



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**Long Island Power Authority
Request for Proposals
Community Outreach & Advocacy Services for
Efficiency Long Island and Renewable Energy Programs**

The Long Island Power Authority (“Authority”) hereby solicits proposals from experienced firms and/or organizations and/or individuals (hereinafter referred to as “entities”) in response to this Request For Proposals (“RFP”) for a term of three years to work with LIPA to develop and deploy a full range of public outreach, education, information and advocacy methods to increase knowledge about and utilization of LIPA’s Efficiency Long Island (ELI) program for energy efficiency and renewable energy technologies aimed at reducing the escalating energy demand and consumption of its customers within the service territory.

In 2009, LIPA initiated a new ten year almost one billion dollar energy efficiency program entitled “Efficiency Long Island” (“ELI”) and a renewed commitment to advancing renewable technologies. This program is designed to build on the successes of previous efficiency and renewable technology programs, yet adjust to the current programmatic and market needs to bring the highest level of energy efficiency to the 1.1 million residential and commercial customers throughout LIPA’s service territory.

The primary focus of this effort will be to expand the public’s knowledge about and enhance the use of ELI and renewable technologies resulting in reduced energy consumption for LIPA’s 1.1 million customers. Development and implementation of a public education and outreach program highlighting the benefits of energy efficiency and the use of renewable technologies by explaining LIPA’s programs in the residential and commercial sectors throughout the service territory is essential to the success of reducing growth in peak demand for electricity. Proposer(s) with expertise in developing and implementing community outreach, education, and advocacy services for energy efficiency and renewable energy programs may submit proposals to provide services for one or both of the scopes of service defined in Section IV of this RFP – “Scope of Services”. LIPA may select one or more firms to provide the requested services.

I. CALENDAR OF EVENTS

Issuance of RFP	July 30, 2010
Deadline for Submission of Questions	August 31 2010
Submission of Notice of Intent to Propose	September 15, 2010
Proposal Due Date	September 30, 2010 by 3:00p.m.
Interviews (if desired)	Dates to be Determined

Any questions regarding this RFP should be submitted in writing and faxed to Mr. Michael Deering, Vice President of Environmental Affairs at (516) 222-9137 on or before August 30, 2010. Responses to any questions received will be posted on LIPA's website at www.lipower.org as they are received. No other communication of questions and answers will be made.

Firms interested in submitting a proposal in response to this RFP should fax a 'Notice of Intent to Propose' to the attention of Mr. Michael Deering, Vice President of Environmental Affairs at (516) 222-9137 on or before September 15, 2010. Such notice should contain the Proposer's name, address, phone number, e-mail address, contact person, and the scope of services that will be proposed. Submission of a Notice of Intent is not a pre-requisite for submitting a proposal.

Four (4) copies of your proposal and a CD ROM of your proposal in either Microsoft Word or PDF format are due no later than **3:00 p.m. on September 30, 2010**, in a sealed package or packages. LIPA will not consider proposals received after this deadline. All proposals should be delivered to:

Long Island Power Authority
333 Earle Ovington Boulevard, Suite 403
Uniondale, NY 11553

Attention: Michael Deering, Vice President of Environmental Affairs

Proposals received after the Proposal Due Date will not be considered, nor will faxed or e-mailed proposals, whenever received. **Failure to submit a proposal on time will not be waived by LIPA under any circumstances (e.g., traffic conditions, mail or courier failure, etc.).**

LIPA may conduct interviews of those Proposers found to be the most qualified to provide the required services. If interviews are conducted, the Proposers selected for an interview will be notified in advance of the interview date(s).

Other than as provided for in this RFP, any contact with LIPA Board members, staff, or LIPA consultants during the pendency of this RFP may be grounds for disqualification from the RFP process.

Pursuant to State Finance Law sections 139-j and 139-k, this RFP includes and imposes certain restrictions on communications between the Authority and Proposers during the procurement process. A Proposer is restricted from making contacts (i.e., an oral, written or electronic communications which a reasonable person would infer as an attempt to influence the award, denial, or amendment of a contract) from issuance of the RFP through final award and approval of the resulting Procurement Contract by the Authority and the Office of the State Comptroller ("restricted period") to any Authority staff or Trustee (or consultants) other than as designated herein, unless it is a contact that is

included among certain statutory exemptions as set forth in State Finance Law sections 139-j(3) (a). The Authority's designated staff for this RFP, as of the date hereof, is Michael Deering, Vice President of Environmental Affairs, (516) 719-9811; Michael Standridge, Director of Corporate Contracts and Procurement, (516) 719-8620; Bill Funk, Contract Specialist, (516) 719-9235; Todd Stebbins, Director of Environmental Affairs, (516) 719-9227 and Dan Zaweski, Assistant Vice President for Energy Efficiency and Distributed Generation Programs, 516-719-9886.

Please use Mr. Bill Funk as the primary point of contact. Authority staff and Trustees (and consultants) are also required to obtain certain information when contacted during the restricted period and make a determination of the responsibility of the Proposer pursuant to statutory provisions. Certain findings of non-responsibility can result in rejection for contract award, and in the event of two findings within a four (4) year period, the Proposer is debarred from obtaining governmental Procurement Contracts. Further information about these requirements can be found in the Authority's Guidelines Regarding Procurement Lobbying which is posted on the Authority's web site for this RFP.

LIPA will not provide reimbursement for any costs or expenses incurred in connection with this RFP, including the costs of preparing and submitting a response, providing any additional information, or attending an interview. All material that is submitted in response to this RFP will become the sole property of LIPA. LIPA expressly reserves the right to utilize any and all ideas submitted in the proposals received unless covered by legal patent or proprietary rights which must be clearly noted in the proposal submitted in response to the RFP. See also RFP Section V.C.2.

II. CONTRACT PERIOD

The term of the contract will be for a period of three (3) years. LIPA at any time, in its sole discretion, may terminate the contract, or postpone or delay all or any part of the contract, upon written notice.

III. BACKGROUND

The Long Island Power Authority is a corporate municipal instrumentality of the State of New York. The Authority was created by State legislation enacted in 1986, referred to as the "Long Island Power Authority Act" or "LIPA Act" (Public Authorities Law, Sections 1020 et seq.). In 1998, the Authority acquired pursuant to an Agreement and Plan of Merger ("Merger Agreement"), all of the outstanding common stock of LILCO, which then became a wholly owned subsidiary of the Authority. The Authority, through its subsidiary, LIPA, provides electric service to approximately 1.1 million customers in its service area, comprising the counties of Nassau and Suffolk, and a small portion of Queens County known as the Rockaways.

The Authority has entered into three principal Operating Agreements with subsidiaries of National Grid (formerly KeySpan Energy): a Management Services Agreement to provide day-to-day management of the transmission and distribution system owned by LIPA in accordance with policies established by LIPA; an Energy Management Agreement to provide fuel management and system power supply services to LIPA; and a Power Supply Agreement to sell to LIPA all of the capacity and, to the extent LIPA requests, the energy from National Grid's current generating facilities located on Long Island. Further information on LIPA projects including LIPA's Efficiency Long Island and renewable technology programs can be found on LIPA's website at: www.lipower.org.

In 2009, LIPA initiated a new ten-year almost one billion dollar energy efficiency program entitled "Efficiency Long Island" ("ELI") and a renewed commitment to advancing renewable technologies. This program is designed to build on the successes of previous efficiency and renewable programs, yet adjust to the current programmatic and market needs to bring the highest level of energy efficiency to the 1.1 million residential and commercial customers throughout LIPA's service territory.

IV. SCOPE OF SERVICES

Proposals submitted will discuss how Proposer intends to develop, identify and implement a plan of work for educational and outreach services that would have a higher level of direct customer contact in providing information, educating and promoting LIPA's energy efficiency and renewable energy programs to residential, small commercial, and large commercial customers in the service territory.

The results of these efforts shall be presented to the Authority in monthly, semi-annual, and annual outreach and advocacy services reports. Monthly reporting will begin 60 days after notice of contract award has been given in sufficient detail to support invoicing by Proposer for that month. Semi-annual reporting is to begin no later than six months from the contract award and should provide a summary of activity and progress toward goals for the period as well as a forecast of the plans and activities for the following six months. Reporting should be detailed by objectives for each program sector. Annual reports should provide a full and comprehensive report covering all activities and costs incurred by the Proposer for the year and the resulting achievements towards goals. Recommendations for improving performance and planned activities for the ensuing year are expected to be detailed in the annual report as well.

Proposers are to identify their plans for the entire scope of services to be provided under this effort and identifying how they intend to provide such services for the residential, small commercial and large commercial sectors for Efficiency Long Island and renewable technology programs.

SCOPE A. Community Outreach

1. At the direction of LIPA, work with all stakeholders including, but not limited to municipal and regional planners, LIPA contractors, elected officials, environmental and community groups, small and large businesses representatives/organizations and other stakeholders on LIPA's behalf to educate, inform and promote all of the components of Efficiency Long Island and renewable energy efforts in LIPA's service territory (three cities, two counties, 13 towns and 88 villages). In coordination with LIPA:

- a) Encourage local municipalities to continue and expand upon their energy efficiency and renewable projects and programs in a compatible manner with LIPA's offerings
- b) Encourage uniformity in local building codes affecting energy efficiency and renewable technologies
- c) Identify issues and barriers which impede greater participation in LIPA's efficiency and renewable programs, and provide solutions overcoming such issues and/or barriers
- d) Encourage coordination between municipal efforts and LIPA efficiency and renewable programs to achieve complimentary and/or synergistic effects

2. Coordinate participation with regional organizations to develop and/or implement supportive energy efficiency and renewable energy initiatives and educational programs.

3. Develop and implement grass roots educational and outreach campaigns in targeted areas to generate enhanced participation in LIPA's Efficiency Long Island and renewable programs.

4. Perform other tasks as requested by LIPA as related to education and outreach on other LIPA-related ELI and renewable efforts.

SCOPE B. Public Education

1. Identify target audiences, market hurdles, information needs, educational methods, forums and other potential avenues to expand the utilization of LIPA's programs.

2. At the direction of LIPA, design and implement outreach & education tools, presentations, seminars, events and campaigns to educate and promote LIPA's Efficiency Long Island and renewable technology programs aimed at LIPA's approximately 1.1 million customers.

- a) Develop educational materials and provide grassroots educational forums including presentations at civic, government, business and environmental meetings
 - b) Monitor and provide to LIPA, in a constructive format, recommendations and/or analysis on the effectiveness of events, campaigns and other tools regarding LIPA's Efficiency Long Island and renewable technology programs
 - c) Organize, schedule, execute and follow-up on speaker presentations and trainings that are a part educational forums proposed on a regular basis with the direction of LIPA
3. Identify and develop additional methods and venues for expanding public knowledge about and participation in LIPA's Efficiency Long Island and renewable technology programs.
4. Identify, develop and host and/or maintain web-based informational tools.
5. Develop and Annual Strategic Outreach and Education Plan.
6. Develop and maintain an up-to-date database of industry contractors and market actors for energy efficiency programs and renewable technologies.

V. PROPOSAL REQUIREMENTS

The following is a list of the information to be provided in the Proposal. A proposal that does not include all the information requested below may be deemed non-responsive and subject to rejection. **Proposals should respond to all areas listed below, in the order listed, and conclude with a separate section on cost.**

A. Management and Qualifications

In setting forth its qualifications, each Proposer shall provide, in concise but adequate detail, the information requested below, as appropriate. Responses should be limited to 30 single-sided pages (not including resumes) and shall be prepared on 8 ½ x 11-inch paper using at least 12-point type with standard margins. Each Proposer is requested to provide a copy of its Affirmative Action Policy as an appendix to its proposal. This appendix will not count against the page limit restriction.

Cover Letter

A cover letter, which shall be considered an integral part of the proposal, shall be bound with the proposal and signed by the individual or individuals authorized to bind the Proposer contractually. In signing the cover letter, the Proposer agrees to be bound by

the terms of this RFP and its submission hereunder for 180 days. The cover letter shall contain a statement that the Proposer's work for the Authority will not create any conflict of interest. If your firm believes that a conflict may arise, the nature of the conflict should be described – see section V.A.6.

General Information

1. Identify which scope(s) of service of Section IV of this RFP by letter and name that you are proposing to provide service and describe the type(s) of outreach and/or education services that you are proposing to provide to LIPA. For each scope proposed provide the name, address, and telephone number and contact person(s) of at least three references for whom you have provided similar service to. For each scope proposed, Proposers should describe and quantitatively detail how much of their resources will be dedicated towards Energy Efficiency residential, small commercial and large commercial programs and for Renewable Energy residential, small commercial and large commercial programs. This quantitative detail should be expressed clearly utilizing Attachment I- Cost Proposal, which has been provided. Proposers should also detail their anticipated achievements in relation to their devotion of resources. Additionally, Proposers should provide a plan identifying an overall strategy for their proposed efforts along with an outline of planned specific strategic implementation efforts and approaches which the Proposer would undertake to achieve overall goals.
2. State the names and titles of the individuals who would be assigned to LIPA's account, describe the expected services to be provided by each such individual and identify any and all professional licenses and/or certifications they hold. Provide their resumes and describe their anticipated commitments to other clients during the next 12 months. Identify the manager in charge of the LIPA account and describe the manager's duties with respect to responsibility for the work performed by your firm.
3. Describe any areas related to the services to be provided in response to this RFP in which you feel your firm has special expertise and experience and describe the nature of that special expertise and experience.
4. Describe the previous experience and expertise of the firm in providing the proposed outreach and/or education services to other clients in the electric utility industry, public power authorities, investor-owned electric companies, other utilities, municipalities and any other pertinent clients, including independent power producers, natural gas suppliers or transmission companies. State the nature of that experience and the name of each such client.

5. Identify any sub-consultant(s) that may be utilized as part of your firm's proposed team. Provide comparable information as requested above in items (1) through (4) for the proposed sub-consultants.
6. Identify the nature of any potential conflict of interest your firm might have in providing consulting services to LIPA.
 - (a) State whether your firm has ever represented LILCO or Brooklyn Union Gas Company and in what capacity. Also state whether your firm has ever represented or currently represents MarketSpan, KeySpan Energy, or National Grid, or any of its subsidiaries, and in what capacity. Additionally, state whether your firm represents any publicly owned or investor-owned electric utility, independent power producer, natural gas supplier, or transmission companies. If so, state the name of each such client and the nature of your representation.
 - (b) Discuss fully any conflicts of interest, actual or potential, which might arise in connection with your firm's involvement with LIPA. If your firm believes that a conflict of interest might arise, please describe how such conflict would be resolved.
 - (c) State whether your firm represents any party that is or may be adverse to LIPA.

Each firm must certify in writing that its representation of LIPA will not create any conflict of interest involving that firm.

7. Discuss any past or present criminal or civil legal investigations, pertinent litigation and/or regulatory action involving your firm or any of its employees that could impact your role or ability to serve as a consultant to LIPA. If none, include a statement that there are no past or present civil or criminal legal investigations, or pertinent litigation and or regulatory actions that could impact your firm's ability to serve in the required capacity.
8. Include a description of any financial or joint marketing arrangements your firm may have. Also describe any direct or indirect consulting arrangements your firm currently has, or previously had, that could pertain to LIPA.

B. Cost Proposal

Proposals shall include the following:

1. State the rates at which the services would be provided to LIPA for each of the three years of the contract by scope(s). In responding to this, provide the individual hourly billing rate for all staff proposed. In

addition, please provide your firm's estimate of the anticipated number of hours these services will require, by individual staff level for each year. Please use Attachment I-Cost Proposal as a guide to provide this information. Note that administrative support costs should be included in the proposed hourly billing rates for proposed staff. Also:

For each staff member whose resume is provided in response to V. A. 2, provide your normal hourly billing rate and the hourly billing rate you propose to charge LIPA. Affirm that normal billing rate increases will not apply to LIPA and that the rates proposed for this engagement shall remain at the stated rates for each of the three years of the contract. Provide a discussion of all anticipated out-of-pocket expenses associated with providing the services. Note that LIPA expects that such expenses will be charged and reimbursed at the firm's actual out-of-pocket cost.

2. Provide the above requested hourly billing rate information and estimated number of hours for any sub-consultants proposed by your firm. Additionally, identify whether you would mark-up the cost of sub-consultant labor. If so, please state how much you propose to mark-up the billings of any sub-consultants, and explain why it is appropriate to mark-up sub-consultant labor.
3. Each firm may propose any alternative cost structure deemed appropriate in addition to the cost structure requested above. Firms may also propose as an alternative cost structure any cost sharing or cost leveraging that will support the overall scope of work in their proposal. If an alternative cost structure is proposed, the proposer must explain why the alternative cost structure(s) are more advantageous to LIPA. **Failure to provide the requested cost structure outlined in V (B) (1) above, may be deemed non-responsive.**
4. State any special considerations with respect to billing or payment of fees and expenses that your firm offers and that you believe would differentiate it from other Proposers and make your firm's services more cost effective for LIPA.
5. State whether LIPA is getting the lowest rates charged by your firm. If not, please explain why.

C. Other

1. Proposers must either provide a statement accepting the terms and conditions in LIPA's attached Exhibit A Standard Consulting Agreement, or must alternately identify any exceptions taken to the terms and conditions. If exceptions are taken, the Proposer must clearly identify the language that is being taken exception to and provide the suggested

alternate language for each such exception. The nature and extent of exceptions, if any, taken by the Proposer to LIPA's terms and conditions will be a factor considered in evaluating proposals. Proposers that demonstrate a willingness to accept LIPA's terms and conditions will be given more favorable consideration by LIPA.

2. Proposers shall indicate in their proposals what information, if any, is proprietary and confidential. Proposers are hereby advised that LIPA is subject to the New York State Freedom of Information Law ("FOIL"). Material marked "Confidential and Proprietary" will be treated as such to the extent consistent with the obligations under FOIL, other applicable law, regulation or legal process, and will not be disclosed by the LIPA except as necessary for the evaluation of proposals.

VI. EVALUATION CRITERIA AND SELECTION PROCESS

A. Proposal Evaluation Criteria

A Selection Committee consisting of LIPA staff will evaluate the proposals. The Selection Committee will make its recommendation(s) to LIPA's Board of Trustees for approval. The Selection Committee will consider the following criteria in its evaluation, not necessarily listed in the order of importance:

1. The firm's previous experience providing and developing public educational services and materials and providing and developing community outreach and advocacy services and materials for energy efficiency and renewable energy programs.
2. The overall viability and approach of the Proposers planned strategy and detailed approach to providing services.
3. The depth of staff, qualifications, expertise, prior experience and availability of the proposed team including expertise and experience pertinent to the services requested in the RFP in addition to the commitment and role of the proposed manager in charge to providing quality services to LIPA.
4. The cost of consulting services and anticipated out-of-pocket expenses, including the competitiveness of the proposed hourly billing rates and any proposed discounts or other cost-effectiveness benefits. (Although proposed cost will be given significant consideration in the selection process, LIPA reserves the right to negotiate lower fees or a different fee structure than proposed.)
5. Overall responsiveness to the requirements of the RFP, including completeness, clarity and quality of the proposal.

6. Interviews, if conducted.

The non-cost criteria listed above will be given more consideration than the cost criteria in LIPA's evaluation of proposals.

B. Selection Process

The Selection Committee will evaluate all responsive proposals based on the criteria enumerated in Section VI (A), as referenced above. The Selection Committee may afford firms the opportunity to clarify proposals for the purpose of assuring a full understanding of their responsiveness to the RFP.

LIPA may conduct interviews of Proposers found to be most qualified to perform the services required, based upon the criteria listed in this RFP. If so, Proposers will be notified in advance of the proposed interview date.

Prior to award of any contracts(s), the Selection Committee will conduct a vendor responsibility determination and may require eligible Proposers to answer questions and provide additional information to supplement the information provided in the Exhibit B Vendor Responsibility Questionnaire to assist the Selection Committee in making such a determination.

All Proposers will be notified in writing once a Proposer(s) has been selected.

VII. PROPOSAL INSTRUCTIONS AND CONDITIONS

A. Limitations

1. This RFP does not commit LIPA to award a contract, pay any costs incurred in the preparation of a proposal, or procure or contract for services of any kind whatsoever. LIPA reserves the right, in its sole discretion, to accept or reject any or all responses to this RFP, to negotiate with any or all firms considered, or to cancel this RFP in whole or in part. LIPA reserves the right to request additional information from any or all Proposers.
2. Proposers may be requested to clarify the contents of their proposal. Other than to provide such information as may be required by LIPA, no Proposer will be allowed to alter its proposal or to add new information after the proposal due date.

3. A proposer may be required to participate in negotiations and to submit any price, technical or other revisions to its proposal which may result from such negotiations.
4. Proposers must fully execute the following forms and submit with its proposal: MacBride Fair Employment Principles, Non-Collusive Bidding Certification, Contractor Disclosure of Prior Non-Responsibility forms and Contingent Fee certification located at the end of Schedule A (attached as Exhibit A) upon submission of the proposal. Proposers must also fully execute the State of New York Vendor Responsibility Questionnaire (attached as Exhibit B) for itself and any proposed sub-consultants, as well as any other forms included in the RFP, or included on LIPA's website for this RFP.
6. All material submitted in response to this RFP will become the sole property of LIPA.
7. From among the proposals received, LIPA may select one or more firms to provide the services to LIPA.

B. Proposal Submission.

1. A cover letter, as described in Section V.A shall be submitted
2. Non-responsive proposals include, but are not limited to, those that:
 - (a) are irregular or are not in conformance with RFP requirements and instructions;
 - (b) are conditional; or
 - (c) are not submitted on time or are submitted at any time via facsimile or e-mail.

LIPA may waive minor informalities or irregularities in a proposal that are merely a matter of form and not substance and the correction of which would not be prejudicial to other proposals. **Failure to submit a proposal on time will not be waived by LIPA under any circumstance (e.g., traffic conditions, mail or courier failure, etc.).**

3. Joint proposals will not be accepted, however, Proposers may use sub-consultants in the performance of work as set forth herein.

C. Administrative Specifications

1. All proposals must be irrevocable for 180 days and signed by an authorized officer of the firm.
2. The successful Proposer(s) must agree to provide LIPA with audit access on request during the term of the contract and for seven years thereafter.
3. LIPA at any time, in its sole discretion, may terminate its contract with the selected firm(s), or postpone or delay all or any part of the contract, upon written notice to the selected firm(s).
4. All Proposers are obligated to update any changes in their proposal prior to the proposal due date.

D. Addenda: Errors and Omissions

If a Proposer discovers any ambiguity, conflict, discrepancy, omission or other error in this RFP, immediately notify Bill Funk, in writing, of such error and request clarification or modification to the document.

Should LIPA find it necessary, modification to the RFP will be made by written addenda to the RFP. Such modifications will be posted on LIPA's website and given by written notice to all parties who have furnished a Notice of Intent, if after such date.

If a Proposer fails to notify LIPA of a known error or an error that reasonably should have been known prior to the final filing date for submission, the Proposer shall assume the risk. If awarded the contract, the Proposer(s) shall not be entitled to additional compensation or time by reason of the error or its late correction.

VIII. CONTRACT APPROVAL

LIPA's selection of the successful Proposer(s) must be approved by LIPA's Board of Trustees. In addition, any contracts issued pursuant to this RFP shall not be valid, effective or binding until approved by the State Comptroller and filed in his office, in accordance with Section 112 of the New York State Finance Law. No payment for services rendered can be made under the contract until such approval is obtained.

IX. DEBRIEFING OF UNSUCCESSFUL PROPOSERS

Upon written request an unsuccessful proposer may request a debriefing with LIPA staff. Debriefings will be scheduled after LIPA has provided notice of its selection of one or more successful Proposer(s).

Discussions during any such debriefing will be limited to an analysis of the proposal submitted to LIPA by the Proposer that requests the debriefing. Comparisons between proposals or evaluations of the other proposals will not be discussed. Debriefings may be conducted in person or by telephone, at LIPA's discretion.

Attachment I – Cost Proposal

Scope: Community Outreach							
Named Personnel	Title	Rates Year One	Anticipated number of hours Year One	Rates Year Two	Anticipated number of hours Year Two	Rates Year Three	Anticipated number of hours Year Three
Total Labor Costs by Year	Year One Total Labor Costs:		Year Two Total Labor Costs:		Year Three Total Labor Costs:		
Anticipated out of Pocket Expenses	Year 1		Year 2		Year 3		
Total Anticipated out of Pocket Expenses							

Scope: Public Education							
Named Personnel	Title	Rates Year One	Anticipated number of hours Year One	Rates Year Two	Anticipated number of hours Year Two	Rates Year Three	Anticipated number of hours Year Three
Total Labor Costs by Year	Year One Total Labor Costs:			Year Two Total Labor Costs:		Year Three Total Labor Costs:	
Anticipated out of Pocket Expenses	Year 1			Year 2		Year 3	
Total Anticipated out of Pocket Expenses							

Year One Total Anticipated Cost (Labor & Expenses) \$_____

Year Two Total Anticipated Cost (Labor & Expenses) \$_____

Year Three Total Anticipated Cost (Labor & Expenses) \$_____

Total Anticipated Cost for All Three Years \$_____