



REQUEST FOR PROPOSALS

Palmyra Atoll Airstrip Repair January 21, 2018

1 INTRODUCTION

The Nature Conservancy (TNC) is soliciting proposals for a contract to conduct repairs to a 5,400-foot airstrip that provides access to its research station and preserve on Cooper Island, Palmyra Atoll, approximately 1,000 miles South of Hawai'i. Palmyra Atoll is the Northern most group of islands in the Line Islands. Palmyra Atoll consists of one main island, Cooper Island, containing the 5,400-foot hard pack coral airstrip originally built by the U.S. Navy in World War II, along with the TNC's Palmyra Atoll Research Station and associated facilities. The U.S. Fish and Wildlife Service (USFWS) owns and manages the surrounding islets, including the surrounding waters out to 12 miles, as Palmyra Atoll National Wildlife Refuge.

The airstrip was refurbished in 2012 and is a 5,400-foot-long, 100-foot-wide crowned surface, with additional clearance of 70 feet on either side. The airstrip was converted from a single cross slope to a crowned slope with the center 50 feet entrained with Portland Cement for 4,000 feet. The airstrip has PCN# of 47/F/A/X/T. Since May 2012, the airstrip has accommodated landings and takeoffs of Gulfstream II, Gulfstream III, Falcon 50 and C-130H aircraft.

In late 2013, a 600-foot section of the airstrip had a 7% cement mixture reapplied, as unexpected precipitation during an early 2013 installation compromised the surface of the pavement. Unfortunately, during this second installation, a similar weather incident occurred. A significant portion of this section of airstrip is covered by fine particles, approximately ½ to 2 inches deep, posing a threat to the continued safe operation of the airstrip. The base of the airstrip appears to remain in good condition while the wearing course of the airstrip shows the most signs of degradation.

For more information on the airstrip and the history of its maintenance, please see the attached report prepared in Fall 2017 (*Attachment A*).

Anyone responding to this Request for Proposals (RFP) is referred to as a "Contractor."

THIS IS NOT AN ORDER.

2 ORGANIZATION DESCRIPTION

The Nature Conservancy is a District of Columbia, USA, non-profit corporation with its principal place of business in Arlington, Virginia, USA. TNC has offices across the U.S. and in over 28 countries around the world. Since 1951, The Nature Conservancy has been working with communities, businesses and local communities to protect more than 116 million acres around the world. Our mission is to preserve the plants, animals and natural communities that represent the diversity of life on Earth by protecting the lands and waters they need to survive. Portions of the Palmyra Atoll are one of TNC's preserves; TNC operates its Palmyra Program from its Honolulu-based, Hawai'i chapter.

Palmyra Atoll has 580 acres of emergent land with 480,000 acres of lagoons, coral reefs, and submerged lands and is a USFWS National Wildlife Refuge out to 12 miles offshore and a Marine National Monument out to 50 miles. The Nature Conservancy owns 230 acres of land and manages this property as the Palmyra Atoll Preserve in partnership with the USFWS. The Nature Conservancy owns and operates a research station on the preserve and the station supports research by world-renowned institutions. TNC's Palmyra Atoll Research Station is globally recognized for cutting-edge science and leadership in tropical reef and island conservation in an era of unprecedented global change.

3 GENERAL ADMINISTRATIVE PROVISIONS

3.1 TNC's Procurement Process

Procurement activities will be conducted in a nondiscriminatory manner with fair treatment given to all Contractors.

3.2 TNC's Obligations

The Nature Conservancy, does not incur any obligation or liability whatsoever by reason of issuance of this RFP or action by anyone relative thereto. TNC realizes that subsequent changes in scope are inherent in any contract. While this is a firm, fixed contract, changes in scope whether proposed by the contractor, TNC, or necessitated by unforeseen conditions could require renegotiations of some aspects of the agreement after award of the contract.

3.3 Contractor's Obligations

Contractor must analyze and respond to all sections of this RFP, providing sufficient information to allow TNC to evaluate its proposal. Contractor, by submitting its proposal, agrees that any costs incurred by Contractor in responding to this RFP, are to be borne by Contractor and may not be billed to TNC.

Contractor's proposal must be organized according to the specifications listed in Sections 4, 5 and 6 of this RFP, or clearly state where the information resides in the proposal. If TNC has any confusion or difficulty in retrieving the required information from a Contractor's proposal, it may result in such proposal being disqualified.

All proposals must contain firm fixed pricing.

Specific terms of payment and any provisions for non-compliance or delays (caused either by contractor or by no fault of contractor) will be negotiated during the contracting process.

3.4 Resubmittals

TNC reserves the option to request resubmittal of proposals. If resubmittals are requested, then all Contractors that submitted a proposal will be given the same information and offered the opportunity to resubmit.

3.5 Contract and Subsequent Payments for Services

Please review *Attachment B: Standard Long-Form Contract Template* which includes TNC standard contract terms and conditions and applicable U.S. Government laws and regulations. This is the template that will be modified as needed for the final contract.

3.6 Submission Requirements

3.6.1 Submission of Proposal

Contractor must submit their proposal via email to the contact person listed below. The proposal is limited to a maximum 6 pages, and the attachments are limited to a maximum 10 pages. A list of what to include in the proposal is provided in Section 6 of this RFP. The proposal and attachments must be submitted either as one combined PDF file, or as individual PDF files, and cannot exceed 10MB total in size.

3.6.2 Contact Person for Contractor's Submission of Proposal

Name: Chad Livingston

Title: Sustainability Director

Email: chad.livingston@tnc.org

3.6.3 Proposal Due Date

Proposals are due by email to the contact person listed in Article 3.6.2 on or before **April 30, 2018 at 6:00 pm HST.**

3.7 Site Visit

A four-day visit to Palmyra Atoll for three individuals from each of the two selected companies will be conducted on or about **July 5, 2018.** Contractors are expected to inspect the existing conditions, availability and condition of the construction heavy equipment on the island, the condition of the airstrip, and the condition and availability of the borrow material on the island. The contractor will verify all dimensions, quantities and suitability of available material to execute the proposal. TNC will be responsible for all transportation to and from Palmyra from Honolulu, and housing and food at the research station.

Contractors will be notified of their invitation to attend the site visit no later than **May 31, 2018.**

Based on this site visit, contractors may revise their proposal. Revisions are due back to TNC by **August 13, 2018.**

- 3.8** TNC will provide the technical reports from 2012, early 2013, late 2013, 2016 and 2017 in digital format. Contractors will also be provided borrow location soil sample data from 2017, and a description of the heavy equipment available at the research station. All technical and soil reports provided to the contractor are for information only, but can be considered generally reliable for the purposes of the Initial Proposal Deliverable. If selected for a site visit, the contractor will verify dimensions and technical data provided in these reports, and use this new information as the basis for the revised and final proposal.

3.9 Questions and Correspondence

Questions regarding this RFP may be submitted via email to the TNC contact person listed in Article 3.6.2 no later than **April 15, 2018.** Answers to questions will be provided by email by **April 21, 2018** to all Contractors that have indicated interest in receiving correspondence related to this RFP.

To ensure that you receive all correspondence related to this RFP, you must email the contact person listed in Article 3.6.2 by **February 28, 2018** with a request to be included in any correspondence.

Contractor has a duty to inquire about and clarify any RFP questions that the Contractor does not fully understand or believes may be interpreted in more than one way. TNC, however, is not required to provide answers to questions not pertinent to the RFP or considered TNC's proprietary information.

3.10 Restricted Communications

It is the policy of TNC to avoid situations which (1) place it in a position where its judgment may be biased; (2) create a conflict of interest or the appearance of a conflict of interest with respect to rendering an impartial, fair, technically sound, and objective decision; or (3) give an unfair competitive advantage to competing Contractors. To ensure an ethical evaluation process, all inquiries or other communications regarding this RFP will be exclusively directed to the person specified in Article 3.6.2 of this RFP. No other TNC staff, trustee or officer is authorized to speak on behalf of TNC on any matters related to this RFP, and Contractors are hereby expressly instructed not to otherwise communicate with any TNC officer, trustee or employee regarding this RFP, other than the person specified in Article 3.6.2 of this RFP. This prohibition is applicable to Contractor and all Contractor affiliates, officers, employees, agents, consultants, and subcontractors.

3.11 Disposition of Proposals

All material submitted in response to this RFP will become the property of TNC and may be returned only at the option of TNC and at the expense of the Contractor. Successful and unsuccessful Contractors will be notified in writing or by email no later than July 31, 2018. TNC

will not be obligated to detail any of the results of the evaluation.

3.12 Contractual Commitment of Proposal

The contents of submitted Proposals will be considered obligations of the successful contractor. No information should be submitted that is not intended to be incorporated into the Proposal or any contract which may result from such Proposal. If there is any inconsistency between the terms herein and any other contract documents, the terms in the contract documents will prevail.

3.13 Confidentiality

Any data, documentation or other business information furnished or disclosed to the Contractor will be deemed confidential and the property of TNC and must be returned to TNC upon request.

3.14 Conflict of Interest Disclosure Form

To eliminate any conflict of interest or appearance of a conflict of interest, it is necessary for each Contractor to accurately complete *Attachment C: Conflict of Interest Disclosure Form*. This form covers all people who will be working, directly or indirectly, to respond to this RFP, and/or conduct the resultant work if the Contractor is the successful bidder. The information will be kept confidential and distributed to TNC staff only on a “need to know” basis.

4 PROJECT

4.1 Description

Provide design, construction and optional maintenance services to repair the degraded 600-foot section and address other concerns noted in *Attachment A* in a manner that extends the reliable service life of the existing 5,400 foot Palmyra Atoll aircraft airstrip for 10 years. Note that the goal is not to upgrade or overbuild the existing airstrip, but make it suitable to continue to fulfil the *Project Requirement* for the next 10 years.

Project Requirement. The airstrip must support up to 30 heavy business (Gulfstream) jet cycles and 3 military transport (C-130H) cycles (1 cycle = 1 landing and takeoff) per year. All aircraft types using the airstrip are certified for unimproved airstrip service. The airstrip should meet and maintain applicable US Federal Aviation Authority and International aviation standards for safe all-weather daytime operations for an unimproved airstrip.

Construction Materials. Contractors should evaluate and maximize the use of construction materials, including crushed coral aggregate, currently available on TNC-owned Cooper at Palmyra.

Heavy Equipment. Contractors should evaluate and maximize the use of TNC owned heavy equipment to include tractors, backhoes and compactors that currently reside on the island. Any additional equipment brought to the island will be removed by the contractor at the end of the construction phase of the project, or left on the island for maintenance of the airstrip or donated to TNC under an agreement determined prior to the equipment arriving at Palmyra as long as it is in good working and reliable condition. Any equipment left behind becomes TNC property. Any TNC owned equipment used by the contractor is done so at the sole risk of the contractor as it relates to safety, project schedule and reliability purposes. If Contractor plans on using TNC heavy equipment, the contractor should ensure an appropriate quantity of spare parts for TNC equipment is available at the job site.

Logistics. It is assumed that Contractor will coordinate and pay for the logistics associated with any material or heavy equipment delivered to or from Palmyra.

Labor and Personnel Support. The contractor will provide all labor to design, manage and execute major repairs to the airstrip. Due to housing and transport aircraft limitations, the number of project contractors will not exceed 9 personnel at the research station at any one time.

4.2 Contractor Requirements

4.2.1 Certifications, Licensing and Insurance

Contractor will provide appropriately trained and licensed operators for all equipment to be used for the work, and must have appropriate commercial licenses for use of all machinery. Contractor will supply TNC with any requested licenses and certifications at TNC's request. If Contractor is selected, The Nature Conservancy must be listed as "Additional Insured" on Contractor's liability insurance policy.

4.2.2 Safety and Security

Personal protective equipment (PPE) is required for all activities.

Contractor must have a written safety plan in place, which must be provided for TNC's review and approval at TNC's sole discretion prior to commencement of any work.

Contractor is responsible for complying with all federal regulations and requirements regarding the activities proposed for this project.

4.2.3 Native and Endangered Species

If any individual or nest of an endangered, threatened, or otherwise federally protected species is identified during the project, Contractor must contact the TNC site manager immediately and all activity must cease until TNC determines appropriate action, in consultation with the appropriate government agencies.

5 PROPOSAL & PRICING

5.1 Proposal Structure

Proposals must be submitted by **April 30 at 6:00 pm HST** according to the instructions in Sections 3.3 and 3.6 of this RFP, and must include the following:

5.2 Proposal (limit 6 pages)

Initial Proposal Deliverables by the Contractor: The contractor will have until **April 30, 2018** to develop and submit an initial proposal to include:

1. A general written outline and summation of the proposal
2. A general outline and proposed cost of all major repairs needed to address the issues detailed in the 2017 report (*Attachment A*), with emphasis on the completion of the most degraded 600-foot section of the airstrip. This outline should describe how the contractor's approach achieves the 10-year service goal of the project, and should address the aspects outlined in the project description contained in 4.1. Contractor should evaluate and propose whether to rehabilitate smaller sections of the airstrip over a period of several years, or perform a major large-scale rehabilitation at one time.
3. As an option, a general outline and cost proposal to provide personnel and equipment to conduct routine airstrip infrastructure operation and maintenance, beyond the initial repair efforts, for a period of 10 years.
4. A description of the capabilities of the company, to include experience in working on unimproved or flexible pavement airstrips, to include coral aggregate airstrips, in remote locations.
5. A high-level project schedule in Microsoft Project format to include all planning, design, logistics, construction and other aspects of the project.

Note that the sole purpose of the Initial Proposal Deliverables is to evaluate the company's suitability to be considered for the final "short list" of two contractors to participate in a site visit to the island. No information provided by the contractor in the Initial Proposal will be used for engineering, construction purposes, or contracting purposes.

Using the Proposal Evaluation Factors (*Section 6*), the list of contractor participants will be narrowed down to the two most qualified contractors. This selection process is expected to take 45 days.

After completion of the site survey trip, the contractor will have until **August 13, 2018** to present a final proposal for evaluation. This proposal should be a detailed version of the Initial Proposal Deliverable, based on information obtained on the survey trip. Specifically, it should cover:

1. A detailed written outline and summation of the proposal;
2. A detail of costs of all major repairs needed to address the issues detailed in the 2017 report (*Attachment A*), with emphasis on the completion of the most degraded 600-foot section of the airstrip. This outline should describe how the contractor's approach achieves the 10-year service goal of the project, and should address the aspects outlined in the project description contained

in 4.1. Contractor should evaluate and propose whether to rehabilitate smaller sections of the airstrip over a period of several years, or perform a major large-scale rehabilitation at one time. As an option, a detailed outline and cost proposal to provide personnel and equipment to conduct routine airstrip infrastructure operation and maintenance, beyond the initial repair efforts, for a period of 10 years;

3. A more detailed project schedule in Microsoft Project format to include all planning, design, logistics, construction and other aspects of the project.

Project Approvals: The contractor will be notified by **August 31, 2018**. Once the final contractor is selected, the contractor will be expected to visit Honolulu to finalize the terms and details of the contract. After award of the contract, a preliminary (80%) design and implementation plan will be due to TNC by **November 30, 2018**. The customer and the USFWS will have until **December 31, 2018** to provide comments and preliminary approvals. Upon receipt of preliminary comments and approvals, the contractor will have until **March 31, 2019** to present a final project design and implementation plan, which is also subject to a 30-day approval period. Both plans will be presented in writing and the second plan will be presented in person in Honolulu. The initial repair projects should begin before **August 31, 2019**.

5.3 Attachments (limit 10 pages)

- A. Required: Conflict of Interest Disclosure Form (*see Attachment C*)
- B. Optional: Other supplemental information can be included to demonstrate Contractor's abilities and/or experience.

5.4 Pricing Structure

The pricing structure should describe all costs involved with conducting repairs of the airstrip, including accounting for all transportation costs, and all personnel, equipment, and material needs as outlined in Section 4.1.

6 EVALUATION CRITERIA

All Proposals will be evaluated based on the Contractors' response to the items in Sections 4, 5 and 6, using the following criteria:

- Contractor's successful experience working on 1) coral airstrips, 2) work on remote, unimproved airstrips; and 3) experience with airstrips in the Pacific Ocean
- Contractor's ability to minimize material, equipment, and personnel imports onto Palmyra
- Ease of long term maintenance and perceived long-term serviceability of the airstrip as a function of the efforts proposed by the contractor
- Acceptability of the general engineering and technical details of the proposal

- Total price and pricing structure. While cost is a significant factor, it will not be the sole determining factor for award of the contract.

Figure 1. Airstrip Sections

