



SWRPC

Southwest Region  
Planning Commission

# **Next Generation Transit Service Operators – Greater Keene Service**

*Request for Qualifications*

*May 1, 2026*

**SOUTHWEST REGION PLANNING COMMISSION**

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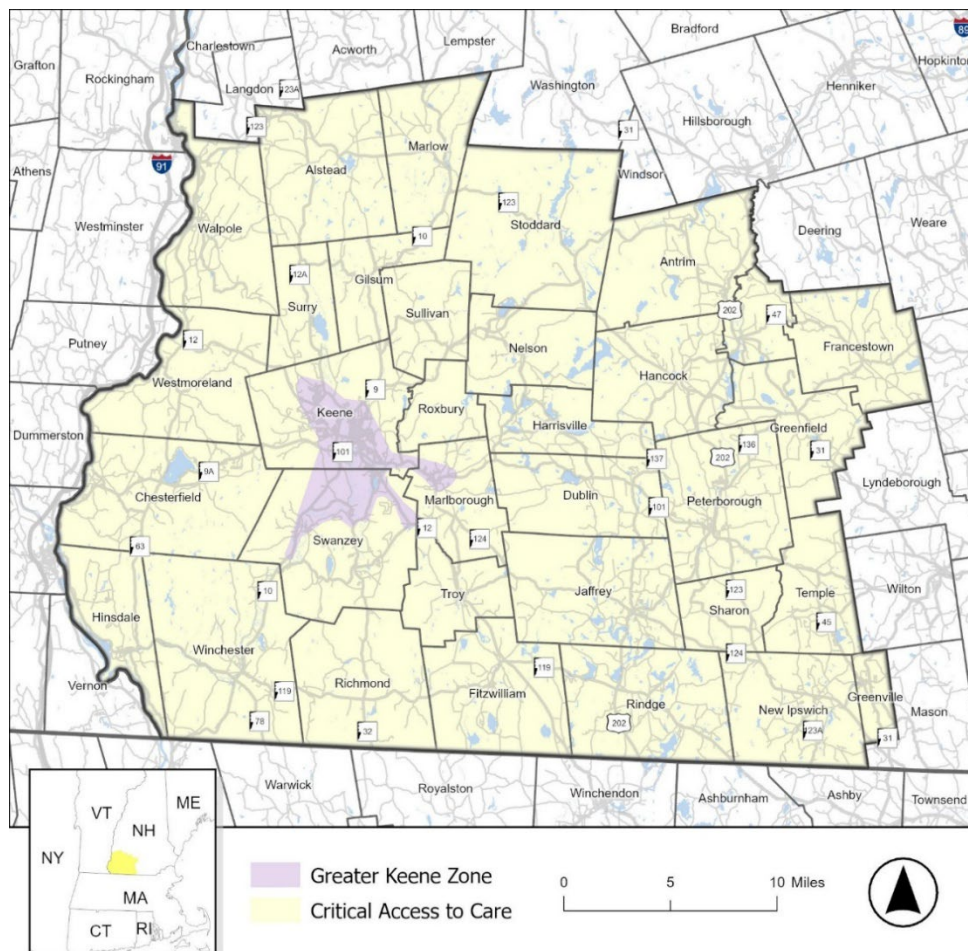
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# 1 Introduction

The Southwest Region Planning Commission (SWRPC), on behalf of the Monadnock Region Coordinating Council for Community Transportation (MRCC), is seeking qualified transit service providers to assist in the operation of a Next Generation Transit Service (NextGen) for the Monadnock Region of New Hampshire (NH) with a target date to begin service by July 1, 2027. The NextGen Project seeks to establish two separate but coordinated public transit services: the Greater Keene Service (GKS) will provide weekday public transit services to the Greater Keene area (the urbanized parts of Keene, Swanzey and Marlborough) and the Critical Access to Care Service (CACS) will provide transit services as backup for existing volunteer driver programs across MRCC’s entire jurisdiction—a 33-town area that includes all of Cheshire County and 10 towns in western Hillsborough County (see Map 1 below). Two separate Requests for Qualification (RfQ) opportunities—one for each service—are being released by SWRPC. This RfQ is for applicants interested in the GKS opportunity. At the time of writing, the CACS RfQ opportunity is under development, and is expected to be noticed separately and posted later in May at <https://www.swrpc.org/about/jobs-rfps/>. Applicants are welcome to respond to both RfQs if interested.

Map 1: Proposed Transit Service Coverage Areas



The goal of the NextGen Project is to address key gaps in transit service in the Monadnock Region, focusing on the priorities with the greatest probability of success as determined by several stakeholder-informed local and regional plans. While MRCC seeks to address other gaps across the Monadnock Region over the long-term, in the near-term it is focusing on smaller expansion projects.

The objective of the GKS is to improve transit access in the most populous and urban part of the Monadnock Region: the Greater Keene area. This will involve replacing the current transit operator, Home Healthcare, Hospice & Community Services (HCS) and its suite of transportation services including the current City Express, Para Express, Friendly Bus and Medical Transportation services. After decades of providing essential public transit services to the City of Keene, HCS is interested in “passing the torch” to new operators so the agency can focus on its core mission, providing healthcare and other support services to the region’s most vulnerable populations, and so the NextGen Project can be led by dedicated transportation experts ready to invest in new opportunities. Applicants responding to this RfQ are responding to an MRCC initiative to identify one or more preferred partners to operate the GKS. MRCC plans to allocate some of its Federal Transit Administration Section 5310 funds towards the service as well as apply for the Section FTA Section 5311 funds that were previously disbursed to HCS by the NH Department of Transportation.

In addition to Section 5310 and 5311 funds, other local and state funds used to subsidize existing services will continue to be key components of the funding package used for GKS operations and future capital needs. To meet the GKS’ expansion goals, other funding is being pursued by SWRPC and MRCC. Some GKS expansion funding is currently under active consideration by funders, while other funding opportunities have been identified and not yet acted upon. Depending on the success of fundraising and other factors, the target start date of July 1, 2027 may require an initial launch of the new service somewhat similar to the HCS services that they are operating today, however, the goal is to expand access when additional funding is in place. The estimated annual operating budget will range from \$700 K (the budget used for existing services) to \$1.0 M.

## **2 About SWRPC, MRCC, and the Greater Keene Service Steering Committee**

SWRPC is one of NH's nine regional planning agencies established by NH RSA 36. SWRPC covers a planning district consisting of 34 municipalities (~1,000 square miles and ~100,000 people), comprising the Southwest Region of the State, also known as the Monadnock Region. SWRPC’s footprint largely aligns with the Community Transportation Region served by the NextGen Project, with the addition of Langdon and Windsor and the exclusion of Frankestown. A primary responsibility of SWRPC is to represent member communities on issues that have a larger-than-local focus and issues that require proficiency in planning-related topics in which member municipalities may lack familiarity and/or capacity. For example, SWRPC assists municipalities in drafting transportation-related policies and plans,

provides mobility management services on behalf of MRCC to improve coordination of community transportation services regionally, and provides limited planning-level services to area transit agencies. SWRPC also has an ongoing contractual relationship with the NH Department of Transportation (NHDOT), helping the State plan for and implement transportation improvements in the Monadnock Region. For this project, SWRPC will serve as the primary point of contact for the transit service providers responding to the NextGen Transit Operator Request for Qualifications (RfQ) – Greater Keene Service (GKS) opportunity. SWRPC will be supported by MRCC and local, regional and state partners in reviewing and assessing all statements of qualifications stemming from this opportunity through the GKS Steering Committee.

MRCC is one of eight regional coordinating councils (RCCs) in NH and was established by NH RSA 239-B. MRCC covers a 33-town Community Transportation Region, as previously shown in Map 1 and described in the introduction. MRCC membership includes community transportation stakeholders including transportation providers, human services agencies, and lived experience users of community transportation services. RCCs help coordinate and improve community and public transportation services, typically focusing on creating accessible, affordable transportation options for seniors, veterans, individuals with disabilities, low-income residents and youth. With assistance from the Lead Agency (Cheshire County) and Regional Mobility Manager (via contract with SWRPC), MRCC manages, facilitates and coordinates community transportation services in the region using Federal Transit Administration (FTA) Section 5310 funding. For the NextGen Project, MRCC intends to apply for additional sources of community transportation funding (including Section 5311 and other funds previously awarded to HCS) by partnering with one or more “preferred partners” to operate the Greater Keene and Monadnock Region services proposed in the NextGen Project. Following the RfQ process, MRCC will negotiate with top candidates to identify one or more preferred partners and then will collaborate with the preferred partners to submit applications for funding.

The Greater Keene Service (GKS) Steering Committee is an advisory committee to MRCC composed of community transportation stakeholder representatives from the Greater Keene area representing HCS, local and county governments and major institutions likely to drive a substantial portion of ridership for the GKS. The Committee also includes representation from MRCC and ex-officio representation from NHDOT. SWRPC provides facilitation and technical assistance on behalf of the Committee. The Steering Committee’s role is to 1) conduct a due diligence assessment of prospective operators, 2) rank and distill the field of applicants to top candidates based on a pre-defined scoring rubric and interviewing process, and 3) make an endorsement and recommendations on preferred partner operator candidates that MRCC should work with to refine a GKS scope of services necessary for applications to the Federal Transit Administration for Section 5311 and other sources of funding (See Section 5: Funding Strategy for more information).

### **3 Project Background**

This RfQ aims to identify an operator interested in and qualified at implementing the GKS. The GKS proposal stems from several years of planning and public involvement activities that were facilitated by SWRPC on behalf of MRCC, with support from a Stakeholder Advisory Task Force and the assistance of private transit consulting firms. The first stage of planning work and public involvement, conducted between July 2021 and June 2023, involved an assessment of existing community transportation services and gaps in needed services. It culminated in a report produced by Via, a transit consulting firm, called the [Microtransit Feasibility and Fixed Route Transit Service Plan Design Assistance Study](#) (Via Study). A second stage of work was conducted with the assistance of transit consulting firm Steadman Hill Consulting between July 2023 and June 2024. It involved additional work putting together an implementation framework for the first phase of the NextGen Project's implementation, including the development of goals, an evaluation of various models of transit service delivery, and the development of an [Implementation Plan](#) (Steadman Hill Consulting Implementation Plan).

SWRPC recently reengaged Steadman Hill Consulting as an on-call transit consultant to assist with the launch of the NextGen Project from March 2026 through June 2027. Steadman Hill Consulting will play a support role in evaluating potential transit operators for the GKS and providing support to MRCC and the incoming GKS operator(s) in preparing for a launch. Transit consultant services available will include, but are not limited to, facilitating maintenance and operations planning, software and hardware research and procurement, governance and policy technical assistance, outreach, education, and public relations assistance.

### **4 Scope of Services**

The proposed GKS involves upgrades to existing transit operations including an expanded service area, expanded hours of operation, and the incorporation of microtransit which are expected to improve the rider experience by offering more convenient ride booking and providing more direct and faster rides between origins and destinations.

Where there are restrictions associated with some services today, the GKS would be available to any person needing a ride on the proposed fixed route(s) and in the microtransit zone, regardless of age or ability. This streamlining approach will make it easier for the public to understand and gain access to available services. According to the Via Study, the proposed GKS service area will geographically expand transit access to 70% more people and 46% more jobs when compared to the existing City Express service.

The proposed changes to the service schedule offer more flexibility to riders with busy or complicated schedules. The expansion of 1 hour at the beginning of the service schedule and 2 hours at the end of

the service schedule is anticipated to have a broader appeal to commuters and other riders who find the current schedule too constraining for their practical needs.

Table 1 below compares existing Keene-based transportation services to the proposed GKS, including details about general operations, rider eligibility, and other information.

*Table 1: Comparison of Current Services to Proposed Greater Keene Service*

Description	Current HCS Services*			Proposed NextGen Services**
	City Express	Para Express	Friendly Bus	Greater Keene Service (GKS)
<b>Operational Design</b>	2 fixed routes (Black & Red)	1 door-to-door paratransit service	1 demand response zone	Hybrid service including 1-2 fixed route vehicles and 3-4 demand response vehicles operating a microtransit service in a designated GKS zone
<b>Vehicles in Active Service (Peak Hour)</b>	2	1	2	5
<b>Vehicles Contingency</b>	1 extra bus available for City Express, Para Express and Friendly Bus use			1 extra bus available
<b>Days &amp; Hours of Operation</b>	Monday thru Friday, 8:00 am to 4 pm excluding holidays			Monday thru Friday, 7 am to 6 pm, excluding holidays
<b>Reservations</b>	None Required	Reservation by 4:30 pm for next day service		None required for fixed route; Real time request for microtransit services available
<b>Coverage Area/ Stop Description</b>	Keene and Marketbasket in Swanzey, see map. Stops limited to fixed routes including 30 bus stops. Allows "flag" stops based on driver discretion	3/4 mile distance of City Express routes/door to door	Keene and Marketbasket in Swanzey/door to door	Fixed route operates in Keene with designated stops; Microtransit operates in urbanized parts of Keene, Marlborough & Swanzey with curb to curb service
<b>Eligibility</b>	All	Adults requiring non-ambulatory accommodation	Adults Age 60 and over or with a documented disability	All
<b>Fare</b>	\$1/one way trip	\$2/one way trip	Suggested donation of \$1/one way trip	\$1/one way trip in one town; \$2/one way trip 2 or more towns
<b>Dispatch Responsibility</b>	HCS			New Operator(s)
<b>Ride Request Interface</b>	Call center (City Express uses to answer questions about directions, bus location, or notifying drivers about flag stops)			Choice of Call Center or Ride Request App

\*This table does not include HCS' Medical Transportation Services. The NextGen Project proposes incorporating these services into the new Critical Access to Care Service (CACs).

\*\*GKS operational details, including the design of fixed routes and microtransit zone, fare structure and other aspects will involve negotiations between the selected operator(s) and GKS Steering Committee to define a basic framework, followed by a final negotiation with MRCC.

Based on the enhancements described above and using a combination of the Via Study's modeling and subsequent model refinements by Steadman Hill Consulting, the GKS is conservatively projected to attract 76,200 riders per year. By way of comparison, the most recent ridership for HCS' City Express, Friendly Bus and Para Express was 28,811 as reported to the National Transit Database in 2025.

All current demand response ride requests come through a call center, but to facilitate a modernized customer experience, the GKS is anticipated to adopt a customer interface that gives riders the choice whether to request rides through call center or via a smartphone app. Planned features on the smartphone app would include an ability to schedule rides using a stored rider profile, clearly displayed ride time and location information, availability of push notifications on ride arrival and driver location, predictive estimated time of arrival for trip pick up and drop off, and a secure payment platform.

As part of the GKS negotiation process, applicant(s) selected for the GKS will have the opportunity to negotiate with HCS to transfer their existing fleet of transit vehicles and any transportation staff wishing to transition to the new provider. Table 2 includes vehicle disposition information for HCS' existing fleet.

*Table 2: HCS Fleet Vehicles*

<b>Year</b>	<b>2026</b>	<b>2026</b>	<b>2026</b>	<b>2021</b>	<b>2021</b>
<b>VIN - Last 5 #s</b>	24708	27298	15570	23659	17550
<b>Chassis</b>	Ford E450	Ford E450	Ford E350	Ford Transit 350	Ford E450
<b># of Seats</b>	12	12	8	9	16
<b># Wheelchair</b>	2	2	2	2	2
<b># of Seats with Wheelchairs Occupied</b>	14	14	10	11	18
<b>Condition</b>	New	New	Great	Good	Good
<b>Security Camera</b>	Y	Y	N	N	N
<b>Current Mileage</b>	420	350	7,730	26,291	55,600
<b>Estimated # of Months of Service -6/30/27</b>	14	14	22	66	72
<b>Estimated # of Miles of Service - 6/30/27</b>	27,000	25,000	29,000	35,500	59,000

As a final note on the scope of transit services, the GKS described in this RfQ is considered the first of multiple phases of transit service expansion projects. As envisioned in the Via Study, the first phase represents a “proof of concept” in the Greater Keene area—an area thought to have the greatest number of success factors such as higher population and employer density, a subset of the population already accustomed to and dependent upon transit, a relatively high proportion of households without vehicles, socioeconomic characteristics suggesting more untapped transit users, and a number of community partners with prior contributions to the transit operations budget. With these factors in place, the Greater Keene area is likely to provide the momentum needed to encourage moving forward on future phases where there is political will to do so.

## **5 Funding Strategy**

With assistance from Via and Steadman Hill Consulting, SWRPC has identified an estimated budget, funding sources, and resources to implement the GKS starting in July 2027. As noted above, while SWRPC cannot guarantee that expanded funding will be in place at the July 2027 launch of services, as described in Section 4 above, it is confident that a base service that operates on a budget similar to the

current transportation budget will be in place (approximately \$700 K). This budget can be used to advance many of the GKS objectives starting in July 2027. In the meantime, the number one goal of SWRPC and MRCC is to identify and secure additional sustainable funding sources to support the NextGen Project's aspirational scope of services (estimated at approximately \$1.0 M).

Two of the largest identified sources of funding for the NextGen Project, Section 5311 funds and Section 5310 funds, will be available barring a major change to federal policy. SWRPC has assurances from NHDOT, which directs the flow of these funding sources around the State of NH, that it intends to continue to invest Section 5311 funds in the Keene area and pass 5310 funds to MRCC. MRCC similarly provides assurances that it intends to direct former HCS Section 5310 funding used for Keene area transit services toward the NextGen Project including the GKS. The next funding cycles for both sources start July 1, 2027, in sync with the proposed GKS start date. A request for applications for these major funding sources is anticipated in the winter of 2027. Other sources of funds that HCS currently uses, including NH state funding and federal funding from the Older Americans Act follow similar cycles and are expected to remain available.

SWRPC and MRCC have also been pursuing GKS expansion funds. A Congressionally Directed Spending Request was submitted in March 2026 to shore up funding for the planned expansion hours, software and hardware needs to support the proposed smartphone ride hailing app, and future vehicles. SWRPC and MRCC are also positioned to apply for transportation-related funds anticipated to be made available through the NH Governor's Office of New Opportunities & Rural Transportation Health "Go NORTH", projected to launch in April 2026. Other federal and private funding sources have been identified and are being pursued as grant cycles open.

Outside the funding sources noted above, the NextGen Project will rely on local funding, just as current transit services do. SWRPC and MRCC have met with and are committed to continuing to meet with prospective funding partners to support the NextGen Project. Target funding partners include the City of Keene, Towns of Marlborough and Swanzey, and several Greater Keene area institutions that have previously contributed to the Keene transit system and depend on transit services in the area. SWRPC and MRCC representatives are also meeting with local institutions that provide transportation services for their clients, collaborating with them to consider redirecting and pooling their transportation investments into the NextGen Project. Many of these institutions have high overhead costs and difficulty maintaining services using part-time personnel, which makes participating in the NextGen Project attractive.

## **6 Goals**

As noted in Section 3, the NextGen Project has an established implementation plan. Throughout its development, SWRPC worked with Steadman Hill Consulting and a Stakeholder Advisory Task Force to

develop several goals to guide implementation. Three of the goals, discussed briefly in this section, focus on qualities and mindset that are expected of the GKS operators.

Goal 1 - Regional perspective: MRCC is seeking transit providers that are sincerely committed to the NextGen Project vision of expanding transit services regionally where feasible and when practical over the long term. As such, transit providers should be open to growing their own services over time and/or open to working collaboratively and cooperatively with other providers that are suitably equipped to expand services in the Monadnock Region. This will require periodic consideration of requests for extensions or expansions brought forth by municipalities or other stakeholders that lack adequate transit service, as well as good faith efforts to cooperate with them to evaluate the feasibility of expansion proposals.

Goal 2 - Representative governance: MRCC is seeking to partner with NextGen transit providers that embrace open and communicative relationships with the riding public and fiscal partners (i.e. the customers). The ideal operators will be committed to accountability and transparency as well as an openness to customer feedback on improvements to service delivery. This may be achieved through commitments to activities like convening advisory groups, holding periodic stakeholder meetings, sharing operations data, reporting on customer requested performance metrics, and participating in MRCC meetings.

Goal 3 - Maximize flexibility: MRCC is seeking Next-Gen transit providers that have the capacity for and are open to making tweaks or substantial changes to service delivery when there is strong evidence that the proposed change will improve service delivery, especially if the proposed change is measured against established service delivery objectives. For example, GKS providers may observe a high volume of requests for microtransit services just outside of the proposed zone, which may require working with the MRCC to adjust the microtransit zone to accommodate the demand.

## **7 RfQ Process & Proposed Schedule**

The purpose of this RfQ is to help SWRPC and the GKS Steering Committee conduct due diligence on the field of candidate transit providers interested in playing a role in the implementation and delivery of transit services for the NextGen Project. Top candidates emerging from the RfQ process will be recommended to MRCC following the RfQ process for further negotiations, selection and collaboration on forthcoming grant applications.<sup>1</sup> Top applicants may be required to submit a service proposal to facilitate the negotiation process.

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<sup>1</sup> At this time, two transit providers with experience operating public transit have already participated in an equivalent screening process and demonstrated sufficient evidence that they are capable of operating the proposed GKS. SWRPC reserves the right to invite these entities to negotiate the terms of the GKS service when this RfQ process concludes.

The process begins with the release of the RfQ on May 1 2026. Applicants will have until 5 p.m. EST on May 8, 2026 to submit questions about the RfQ opportunity in writing. Questions must be submitted by email to [jbmack@swrpc.org](mailto:jbmack@swrpc.org). Submitting questions is not mandatory. SWRPC will respond to questions and post responses on the SWRPC webpage at [www.swrpc.org/about/jobs-rfps/](http://www.swrpc.org/about/jobs-rfps/) by 5 p.m. EST on May 15, 2026. Applicants should focus on essential questions that will allow them to adequately respond to the RfQ. Note that applicants will be given the opportunity to submit questions that are not directly related to the RfQ submission as part of the Statement of Interest and Qualifications described in Section 8.1. While the GKS Steering Committee commits to answering all questions in good faith, it reserves the right to pass over questions that it considers irrelevant to the task of responding to the RfQ, questions that are premature and better suited for discussion with applicants during the negotiation process, or questions to which the Steering Committee doesn't have adequate information to respond.

Following the question-and-answer period, applicants must submit a Statement of Interest and Qualifications by 5 p.m. EST on May 22, 2026 by email to [jbmack@swrpc.org](mailto:jbmack@swrpc.org). Additional details about the Statement of Interest and Qualifications are outlined below.

Upon receipt of the Statements of Interest and Qualifications, SWRPC and the GKS Steering Committee will review and screen the submissions for compatibility with the GKS and schedule interviews with the highest-ranking candidates. The Committee reserves the right to select or decline any candidates for interviews and to follow up and request any additional information from interviewees after the interview process. Interviews are tentatively scheduled to occur between June 1 and June 26, 2026 and may occur virtually, in-person or in hybrid format.

Below is the schedule for the project. Dates followed by an asterisk (\*) are firm.

<b>Milestone</b>	<b>Target Date</b>
RfQ Released	May 1, 2026*
Written Questions about RfQ Opportunity Due	May 8, 2026*
Responses to Questions to RfQ Posting Date	May 15, 2026*
Statement of Interest and Qualifications Due	May 22, 2026*
Interview Period	June 1 – June 26, 2026
Top Candidate(s) Recommended for Negotiations with MRCC	July 17, 2026

## **8 Procedures**

### *8.1 Submission Requirements*

Applicants must respond to this RfQ opportunity with a Statement of Interest and Qualifications, which is

described below. For applicants advancing to the negotiation phase, applicants will be required to sign a non-disclosure agreement.

### **Statement of Interest and Qualifications**

The Statement of Interest and Qualifications must include the following items:

1. Information about applicant Provide a brief history of the applicant as it relates to the project and a description of the experience, qualifications and capacity to provide transit services. If the applicant runs multiple services or services have changed over time, please clearly describe and differentiate each service. This section of the Statement of Interest and Qualifications should not exceed 5 pages. At a minimum, this part of the Statement of Interest and Qualifications must include:
  - a) Name of company or organization
  - b) IRS filing status, certificate of good standing (if applicable), and evidence of eligibility to operate in the State of NH
  - c) Name of owner, chief executive officer and chief operating officer or equivalent
  - d) Company/organization business address
  - e) Company/organization year of establishment and number of years providing transit or similar services
  - f) Operational description of current transit or similar services including geographic description of transit service delivery area (i.e. routes, zones, territory), hours of operation, number of vehicles and number of drivers. Last complete fiscal year of transit or similar service operational data indicating number of rides, revenue miles and revenue hours.
  - g) Description of ride request process and dispatch operations if applicable
  - h) Statement of interest in the GKS and explanation as to why the company/organization is well positioned to provide the service
  
2. Understanding and questions about the project: Provide a narrative demonstrating the applicant's understanding of the project including any insights or recommendations as well as any key questions about the NextGen Project. This section of the Statement of Interest and Qualifications should not exceed 3 pages. Except where otherwise noted, this part of the Statement of Interest and Qualifications must include:
  - a) Brief description of the GKS as the applicant understands it, and the role the applicant proposes to provide including any limitations to its participation (e.g. other obligations, capacity limitations, geographic limitations, etc.)
  - b) Statement as to how the applicant aligns with the three NextGen Project goals outlined in Section 6 of the RfQ

- c) Other general observations about the NextGen Project, including insights or recommendations regarding the NextGen Project. This is an opportunity for the applicant to share thoughts, but it is not mandatory.
  - d) Prioritized list of 10 or fewer questions the applicant would like to discuss if invited for an interview about the NextGen Project
3. Resumes for key staff: The proposal must include resumes of key staff that will be involved in the project. Each resume should not exceed two pages.

**8.2 Submission Procedures**

The submission must include the items detailed under *Section 8.1, Submission Requirements*. Applicants must email their submission materials to J. B. Mack at [jbmack@swrpc.org](mailto:jbmack@swrpc.org). A cover letter no longer than one page may accompany the Statement of Interest and Qualifications.

Submissions must be received by 5:00 p.m. EST on May 22, 2026. Submissions received after the deadline will not be accepted.

**8.3 Selection Process**

A review team consisting of SWRPC staff and the GKS Steering Committee will review and rank all Statements of Interest and Qualifications according to the rubric shown below.

**Scoring Rubric**

1.	The submission meets all requirements outlined in this RfQ.	Yes [ ]	No [ ]
		Points Available	Points Awarded*
2.	The applicant demonstrates strong evidence that the company/organization has experience, qualifications and capacity to provide transit services that will help meet the needs of the GKS.	3	_____
3.	The applicant demonstrates a good understanding of the NextGen Project and the potential role it could play in the GKS.	3	_____
4.	The applicant makes a convincing case that it is currently and will continue to be well aligned with the three operator-related goals of the GKS.	3	_____
5.	The applicant offers thoughtful insights or questions that will benefit final planning and implementation of the GKS.	3	_____

6.	The resumes or other information presented about key staff demonstrate strong relevant experience and training that will benefit the NextGen Project.	3	_____
7.	The applicant thoroughly and completely addresses the information requested by the RfQ and demonstrates strong attention to detail.	3	_____
		<b>Total</b>	_____

*\* Points will be awarded as follows: 0 points, scorer does not agree; 1 point, scorer partially agrees; 2 points, scorer agrees; 3 points, scorer strongly agrees.*

At its discretion, the GKS Steering Committee will invite applicants with the highest scoring Statements of Interest and Qualifications to a round of interviews. Interviewees should include the chief executive officer and chief operating officer or equivalent representative able to speak on behalf of the organization. Each GKS Steering Committee member participating in interviews will re-evaluate rubric criteria 2 through 7 at the conclusion of the interview process. As noted above, top candidates emerging from the RfQ process will be invited to negotiate the terms of service for the GKS and may be asked to submit a service proposal. SWRPC/MRCC reserve the right to reject any or all Statements of Interest and Qualifications received. SWRPC/MRCC will not reimburse applicants for any work completed or submitted as part of this process.