



REQUEST FOR PROPOSAL

Consultant for C/CAG Equity Assessment and Framework Development

Date Released: November 15, 2021

City/County Association of Governments of San Mateo County
555 County Center – 5th Floor
Redwood City, CA 94063

Proposals are due prior to 5:00 P.M., December 17, 2021

TABLE OF CONTENTS

Request for Proposals

Consultant for C/CAG Equity Assessment and Framework Development

Introduction 3

Background 4

Scope of Work 6

Appendix A – Proposal Requirements..... 10

Appendix B – Proposal Evaluation..... 13

Appendix C – Project Schedule 17

Attachments 1 – Sample Contract Agreement

Attachments 2 – Required Local Assistance Procedures Manual (LAPM) Exhibits

Attachments 3 – Required Forms (other)

INTRODUCTION

The City/County Association of Governments of San Mateo County (C/CAG) is requesting proposals (RFP) for consultant services to complete an equity assessment of C/CAG's programs and development of an equity framework.

The C/CAG Equity Assessment and Framework Development project will be funded with Local and Federal dollars requiring the Consultant to follow all pertinent local, State, and Federal laws and regulations. **The DBE goal for this project is 19%.**

Total amount payable to the Consultant shall not exceed \$170,000 and with a performance period of the contract beginning the date approved by the C/CAG Board (intended for January 2022), to completion of the scope of work outlined in this RFP, November 2022.

The proposals submitted in response to this RFP will be used as a basis for selecting the Consultant for this project. The Consultant's proposal will be evaluated and ranked according to the criteria provided in Appendix B, "Evaluation Criteria," of this RFP.

Addenda to this RFP, if issued, will be sent to all prospective Consultants C/CAG has specifically e-mailed a copy of the RFP to and will be posted on the C/CAG website at:

<https://ccag.ca.gov/opportunities/rfprfqs/>

It shall be the Consultant's responsibility to check the C/CAG website to obtain any addenda that may be issued.

The Consultant's attention is directed to Appendix A, "Proposal Requirements."

Submit one (1) electronic copy in PDF format of the Consultant's proposal and one (1) electronic copy in .pdf format of the Consultant's Cost Proposal as a separate document. As an alternative one hard copy of the Proposals, with the Cost Proposal in a separate envelope, may be mailed or submitted to the C/CAG address prior to **5:00 P.M., December 17, 2021**. Hard-copy proposals shall be submitted in a sealed package clearly marked "C/CAG Equity Framework" and addressed as follows, to:

Kim Springer
Transportation Systems Coordinator
City/County Association of Governments (C/CAG)
555 County Center – 5th Floor
Redwood City, CA 94063

Proposals received after the time and date specified above will be considered nonresponsive and will be returned to the Consultant.

Any proposals received prior to the time and date specified above may be withdrawn or modified by written request of the Consultant. To be considered, however, the modified Proposal must be received prior to **5:00 p.m., December 17, 2021**.

Unsigned proposals or proposals signed by an individual not authorized to bind the prospective Consultant will be considered nonresponsive and rejected.

This RFP does not commit C/CAG to award a contract, to pay any costs incurred in the preparation of a proposal for this request, or to procure or contract for services. C/CAG reserves the right to accept or reject any or all proposals received as a result of this request, to negotiate with any qualified Consultant, or to modify or cancel in part or in its entirety the RFP if it is in the best interests of C/CAG to do so. Furthermore, a contract award may not be made based solely on price.

The prospective Consultant is advised that should this RFP result in recommendation for award of a contract, the contract will not be in force until it is approved and fully executed by C/CAG.

All products used or developed in the execution of any contract resulting from this RFP will remain in the public domain at the completion of the contract.

The anticipated consultant selection schedule is as follows:

Questions submitted by email (see below):	Due by 5:00, November 30, 2021
Responses to Questions on RFP posted:	December 3, 2021
Proposals due:	December 17, 2021 prior to 5:00 p.m.
Proposal review and evaluation:	Weeks of December 20 and 27, 2021.
Oral interviews:	Week of January 3, 2022
Cost Negotiation with first ranked consultant:	Weeks of January 10 and 17, 2022
Contract Award:	C/CAG Board meeting, January 13, 2022

Any questions related to this RFP shall be submitted in writing to the attention of Kim Springer via email at kspringer@smcgov.org. Questions shall be submitted before 5:00 PM on November 30, 2021 and shall be submitted with the Subject line: "Questions: Equity RFP".

Note: No oral question or inquiry about this RFP/RFQ shall be accepted.

PROJECT DESCRIPTION AND BACKGROUND

C/CAG is releasing this RFP for consulting services to support C/CAG's efforts to ensure current and future C/CAG programs and processes address all potential opportunities to improve the equity and opportunity of C/CAG programs and projects in communities served in San Mateo County.

C/CAG, as an organization, oversees programs addressing multiple aspects of transportation, land use, stormwater pollution and water, energy, and climate change. C/CAG's role in San Mateo County is both important and influential. However, C/CAG does not provide public services as broadly as the County organization, which offers multiple welfare safety net services directly to communities.

C/CAG desires to define an equity program that fits C/CAG's and its program partners "realm" of programs and projects and the communities it serves. Though not all of C/CAG's programs have significant implications in terms of the potential for inequitable distribution of resources or the need to address other equity concerns in San Mateo County, a comprehensive framework that defines and integrates equity to improve future programming, policies and initiatives with respect to "centering on equity" will benefit C/CAG's overall role in supporting quality of life for San Mateo County residents.

Ultimately, C/CAG will integrate equity into its efforts by identifying and listening to disadvantaged communities, increasing equity awareness internally, assessing and further integrating equity into programs, defining C/CAG's role in equity in San Mateo County, and better understand program partners' equity objectives. The selected consultant will either be, or include support from, San Mateo County Community Based Organizations (CBOs), in order to ensure a community perspective and participation in C/CAG's equity efforts. To that end, the following Scope of Work for consultant support has been established for the purposes of this RFP.

Repeating from the Introduction Section: The C/CAG Equity Assessment and Framework Development project will be funded with Local and Federal dollars requiring the Consultant to follow all pertinent local, State, and Federal laws and regulations. **The DBE goal for this project is 19%.**

SCOPE OF WORK

General:

C/CAG is interested in contracting with a Consultant that will conduct and coordinate specified tasks related to the C/CAG Equity Assessment and Framework Development project.

The work shall comply with the requirements of all of the following without limitation, and shall apply to this RFP and any subsequent contract as though incorporated herein by reference:

1. Federal laws
2. State laws
3. Local laws
4. Rules and regulations of governing utility districts
5. Rules and regulations of other authorities with jurisdiction over the procurement of products

The Consultant shall comply with all insurance requirements of C/CAG included in the sample contract in Attachment 2.

Services to be Provided (Scope of Work):

The Consultant selected shall provide services to complete the C/CAG Equity Assessment and Framework Development project.

Specifically, the Consultant selected will be required to complete the following Tasks:

Task 1

C/CAG Staff Awareness Training (approximately 10 hours of training)

- Historical Perspective (led by Consultant)
 - Explore definition of “equity” with respect to government’s role and develop awareness of government’s role and opportunity in supporting equity in the communities they serve. Perspective should also include examples of actions that have positively (or negatively) influenced issues of equity.
 - Discussion about each of C/CAG’s program areas and how, historically, disadvantaged communities may have fallen behind in their ability to leverage or access similar programs, including a discussion of examples of positive steps that might be taken.
 - With staff, establish a Draft Definition of Equity for consideration by C/CAG Committees and the C/CAG Board. Definition should include various aspects of “disadvantage” including geography, income disparity, and disability, as examples.
- CBO Perspective: Consultant shall work with C/CAG to select and engage two San Mateo County Community Based Organizations (CBOs). (CBO participation is to be compensated by Consultant from funds provided for this Project)
 - San Mateo County CBO perspective on transportation, energy, water, air quality, hazardous pollutants issues in San Mateo County – presentations directly from CBOs.
 - Reality of living in Disadvantaged Communities (DACs) – presentation from CBOs, including a County Health perspective.
 - Clarification of how best to engage CBO participation when developing solutions to help advance progress on equity.
- Program Partner Perspective: Consultant shall engage three to four program partners to C/CAG, such as Commute.org, SamTrans, Peninsula Clean Energy, County Office of Sustainability, to incorporate shared perspectives into the eventual framework for C/CAG
 - Organize and facilitate two joint discussions between program partners and C/CAG
 - Develop a list of integration opportunities between C/CAG and Program Partners

Task 2

Define Disadvantaged Communities (DACs) Geographically and Demographically in San Mateo County (from a C/CAG programs and projects perspective)

- Building on existing work in the C/CAG Comprehensive Bicycle/Pedestrian Plan and other C/CAG plans, such as Community-based Transportation Plans, identify useful geographic and demographic metrics of equity (DAC, MTC Equity Priority Community; Cal EnviroScan 4.0; C/CAG's Equity Focus Areas- <https://tooledesign.github.io/F0066-San-Mateo-CCAG/>)
- Delineate DACs in San Mateo County with respect to C/CAG's program focus areas and community equity needs.
- Identify tools (CalEnviroScreen4 and others) or need for tools for locating DACs geographically and demographically in San Mateo County for review and discussion with C/CAG staff.
- Identify known or potential equity impacts of C/CAG's work in terms different equity factors, including but not limited to income, race, gender, language, education, geography, etc.
 - Leveraging the above-identified tools and previous consultant's work on equity impacts, consultant will work with C/CAG staff to consider different issues and needs with respect to geography and community diversity in San Mateo County (i.e., Coastsides vs. Baysides, north vs. south).
 - Create a consolidated map identifying targeted DAC communities for C/CAG by program/project area.
 - Define Equity and types of equity relevant to C/CAG – follows from understanding of C/CAG scope of programs, communities served, geographies and demographics in San Mateo County.

Task 3

C/CAG Programmatic Review and Equity Integration: Equity Framework

- Prepare a brief summary of how other CMA/CTA have addressed the concept of equity.
- Create a focused delineation of C/CAG's role in equity given C/CAG's mission and scope.
- Perform an analysis of existing program/project equity integrations by reviewing program/project documents and interviewing staff.
- Review C/CAG's existing policy and processes, and bylaws to discover any equity gaps in C/CAG's overall operations.
- Develop an equity framework for integrating equity into C/CAG's programs, policies and initiatives including a structure to track C/CAG's integration of equity over time and how C/CAG How to move beyond words to action for reversal of historic justice issues, within C/CAG's influence.

Task 4

Reports, Policy, and Statements

- Development various documents for review and approval by the C/CAG staff and Board of Directors
 - Board and staff pledge platform
 - Final definition of Equity for C/CAG
 - Workbook of best practices, definitions, equity focus areas, for review and ongoing and future staff training
 - Recommendations for project scoring rubrics, language, and metrics for evaluating equity in procurement and program/project evaluation
 - Sample language for contracts, the C/CAG website, RFPs, outreach and other documents
- Final report as conclusion of consultant's work
 - Draft report, including all above deliverables for presentation to C//CAG Committees and the C/CAG Board
 - Edited final draft and final report
 - Final report – presentation to C/CAG Board

Contract Term – Contract amendments are required to modify the terms of the original contract for changes such as extra time, added work, or increased costs and must be done prior to expiration of the original contract. Only work within the original advertised scope of services shall be added by amendment to the contract.

Method of Payment – The consultant shall perform the services stated in the contract for an agreed total amount as compensation, including a net fee or profit, based on an hourly rate and any material costs as provided in the Consultant’s cost proposal.

Minimum Qualifications of Personnel – The Consultant shall meet the appropriate minimum qualifications as required by this contract.

Materials to be provided by the Agency - The Consultant shall provide all materials to complete the required work in accordance with the delivery schedule and cost estimate outlined in the Scope or Work. Materials, if deemed applicable, necessary, and when available from C/CAG, may be furnished or made available by C/CAG where appropriate for this Contract, are for the Consultant’s use only, and shall be returned at the end of the Contract.

Work to be performed by the Agency - C/CAG staff will participate in the training and work alongside consultant to ensure the best outcome of the requested Scope of Work.

Conflict of Interest Requirements - The Consultant shall share any conflicts of interest related to this RFP and provide possible mitigation efforts, if any, to eliminate or avoid any actual or perceived conflicts of interest.

If a Consultant discovers a conflict during the execution of assigned work, the Consultant must immediately notify the Contract Manager regarding the conflicts of interest. The Contract Manager may terminate the work involving the conflict of interest and may obtain the conflicted services in any way allowed by law. Failure by the Consultant to notify the Contract Manager may be grounds for termination of the contract.

Project Schedule:

The following schedule is provided to communicate the expected timeline and duration of the engagement on the Project with the consultant.

Consultant and Staff Work by Task:	Dates
Task 1 - Staff Awareness and CBO Perspective	January - March 2022
Task 2 - Define Disadvantaged Communities Geo- and Demographically	March - May 2022
Task 3 - C/CAG Programmatic Review and Equity Integration	May - July 2022
Task 4 - Reports, Policy, and Statements	August - September 2022
Task 5 - Final Report to C/CAG Board/Committees	October - November 2022

APPENDIX A – PROPOSAL REQUIREMENTS

These guidelines are provided for standardizing the preparation and submission of Proposal/Proposals by all Consultants. The intent of these guidelines is to assist Consultants in preparation of their proposals, to simplify the review process, and to help assure consistency in format and content.

Proposals shall contain the following information in the order listed:

1. Introductory Letter

Section 1 of the Proposal shall be an Introductory Letter. The introductory (or transmittal) letter shall be addressed to:

Kim Springer
Transportation Systems Coordinator
City/County Association of Governments
555 County Center – 5th Floor
Redwood City, CA 94063

The letter shall be on Consultant letterhead and include the Consultant's contact name, mailing address, telephone number, facsimile number, and email address. The letter will address the Consultant's understanding of the services being requested and any other pertinent information the Consultant believes should be included. The initial RFP and all addendums received must be acknowledged in the transmittal letter.

The letter shall be signed in blue ink by the individual authorized to bind the Consultant to the proposal.

2. Executive Summary

An executive summary of the proposal shall be provided as Section 2 of the proposal and shall briefly provide an overview of the proposal submitted.

3. Consultant Information, Qualifications & Experience

C/CAG will preferably consider submittals from Consultants that demonstrate they have successfully completed comparable projects. These projects must illustrate the quality, type, and past performance of the project team. Submittals shall include a detailed description of a minimum of three (3) projects within the past five (5) years, which should include the following information:

1. Contracting agency
2. Contracting agency Project Manager
3. Contracting agency contact information
4. Contract amount
5. Funding source
6. Date of contract
7. Date of completion
8. Consultant Project Manager and contact information
9. Project Objective
10. Project Description
11. Project Outcome

4. Organization and Approach

1. Describe the roles and organization of your proposed team for this project. Indicate the composition of subcontractors and number of project staff, facilities available, and experience of your team as it relates to this project.

2. Describe your project and management approach. Provide a detailed description of how the team and scope of work will be managed.
3. Describe the roles of key individuals on the team. Provide resumes and references for all key team members. Resumes shall show relevant experience, for the Project's Scope of Work, as well as the length of employment with the proposing Consultant. Key members, especially the Project Manager, shall have significant demonstrated experience with this type of project, and should be committed to stay with the project for the duration of the project.

5. Scope of Work

1. Include a detailed Scope of Work Statement describing all services to be provided.
2. Describe project deliverables for each phase of your work.
3. Describe your cost control and budgeting methodology for this project; how the available funds for the Project will be disbursed across tasks and identify all subconsultant tasks.

6. Schedule of Work

Provide a detailed schedule for all Tasks or phases of the project and the proposing Consultant's services including time for reviews and approvals. The schedule shall meet the Project Schedule provided. See Appendix C for an example of a Gantt chart project schedule.

7. Conflict of Interest Statement

The proposing Consultant shall disclose any financial, business or other relationship with C/CAG or San Mateo County cities or communities that may have an impact upon the outcome of the project. The Consultant shall also list current clients who may have a financial interest in the outcome of this project. A Conflict of Interest Statement must be included in the consultant's Proposal.

8. Litigation

Indicate if the proposing Consultant was involved with any litigation in connection with prior projects. If yes, briefly describe the nature of the litigation and the result.

9. Contract Agreement

Indicate if the proposing Consultant has any issues or needed changes to the proposed contract agreement included as Attachment 2.

Note: The Consultant shall provide a brief statement affirming that the proposal terms shall remain in effect for ninety (90) days following the date proposal submittals are due.

10. Federal-Aid Provisions

The proposing Consultant's services are federally funded, which necessitate compliance with additional requirements. Special attention is directed to Attachment 3, Local Assistance Procedures Manual (LAPM) Exhibits. The proposing Consultant shall complete and submit the following forms with the proposal to be considered responsive. These forms and instructions are provided for the proposer in Attachment 3, Required Local Assistance Procedures Manual Exhibits.

- Local Agency Proposer DBE Commitment (Consultant Contracts); (LAPM 10-01). The local agency's current contract DBE Goal is 19%.
- DBE Information - Good Faith Effort (LAPM 15-H) – Required only if DBE goal is not achieved. It is recommended that proposer prepare and submit a Good Faith Effort irrespective of meeting the DBE goal.
- Disclosure of Lobbying Activities (LAPM 10-Q)

- Consultant Annual Certification of Indirect Costs and Financial Management System (LAPM 10-K). A contract shall not be awarded to a consultant without an adequate accounting system and recordkeeping as required by general federal contracting guidelines.

Upon award and through completion of the project, the successful proposing Consultant will be required to follow applicable federal-aid requirements and shall complete and submit with the final contract agreement, the following forms at the time of award:

- Local Agency Proposer DBE Information (Consultant Contracts) (LAPM 10-02)
- Any other relevant forms required during the project.

Consultant shall demonstrate familiarity of providing services for federally funded projects and have a clear understanding of requirements/needs to facilitate the project through Caltrans Local Assistance and Local Assistance Procedures Manual.

11. Cost Proposal - under separate cover

The proposal shall include a separate cost proposal. Proposing Consultants will be required to submit certified payroll records, as required. Cost proposal shall be included with the proposal and will be a part of the evaluation criteria. Reference sample cost estimate in Attachment 3 LAPM 10-H, Example #1. Consultant shall prepare a Lump Sum Fee estimate with progress payments at defined milestones/tasks.

APPENDIX B – PROPOSAL EVALUATION

Evaluation Process

All proposals will be evaluated by a C/CAG Selection Committee (Committee). The Committee may be composed of C/CAG staff and other parties that may have expertise or experience in the services described herein. The Committee will review the submittals and will rank the proposers. The evaluation of the proposals shall be within the sole judgment and discretion of the Committee. All contacts during the evaluation phase shall be through the C/CAG Contract Administrator/Project Manager only. Proposers shall neither contact nor lobby evaluators during the evaluation process. Attempts by Proposer to contact members of the Committee may jeopardize the integrity of the evaluation and selection process and risk possible disqualification of Proposer.

The Committee will evaluate each proposal meeting the qualification requirements set forth in this RFP.

The selection process should include oral interviews. The consultant will be notified of the time and place of oral interviews and if any additional information that may be required to be submitted. Proposers should consider availability in the timeline of interviews and suggested in this RFP.

Evaluation Criteria

Proposals will be evaluated according to each Evaluation Criteria and scored on a zero to five-point Rating Scale. The scores for all the Evaluation Criteria will then be multiplied according to their assigned weight to arrive at a weighted score for each proposal. A proposal with a high weighted total will be deemed of higher quality than a proposal with a lesser-weighted total. The final maximum score for any project is five hundred (500) points.

		Rating Scale
0	Not Acceptable	Non-responsive, fails to meet RFP specifications. The approach has no probability of success. For mandatory requirement this score will result in disqualification of proposal.
1	Poor	Below average, falls short of expectations, is substandard to that which is the average or expected norm, has a low probability of success in achieving project objectives per RFP.
2	Fair	Has a reasonable probability of success, however, some objectives may not be met.
3	Average	Acceptable, achieves all objectives in a reasonable fashion per RFP specification. This will be the baseline score for each item with adjustments based on interpretation of proposal by Evaluation Committee members.
4	Above Average/Good	Very good probability of success, better than that which is average or expected as the norm. Achieves all objectives per RFP requirements and expectations.
5	Excellent/Exceptional	Exceeds expectations, very innovative, clearly superior to that which is average or expected as the norm. Excellent probability of success and in achieving all objectives and meeting RFP specification.

The Evaluation Criteria Summary and their respective weights are as follows:

No.	Written Evaluation Criteria	Weight
1	Organization of Proposal	10
2	Cost Proposal	30
3	Staff Qualifications & Approach	10
4	Project Scope	10
5	Schedule of Work	10
6	Conflict of Interest Statement	Pass/Fail
7	References	10
	Subtotal:	80

No.	Interview Evaluation Criteria	Weight
8	Presentation by team	10
9	Q&A Response to panel questions	10
	Subtotal:	20
	Total:	100

1. Organization of Proposal (10 points)

- a. Responses to this RFP must be complete. Responses that do not include the proposal content requirements identified within this RFP and subsequent addenda and do not address each of the items listed below will be considered incomplete, be rated a Fail in the Evaluation Criteria and will receive no further consideration. Responses that are rated a Fail and are not considered may be picked up at the delivery location within 14 calendar days of contract award and/or the completion of the competitive process.

2. Cost Proposal (30 points)

- a. Proposal clearly includes Proposal costs in detail spreadsheet format by: tasks, and sub-tasks, including hours, staff classifications, hourly rates, and line item, task, and grand total costs.

3. Staff Qualifications and Approach (10 points)

- a. Relevant experience, specific qualifications, and technical expertise of the firm and sub-consultants to conduct services on both federal and nonfederal-aid projects.
- b. Describes familiarity of project and demonstrates understanding of work completed to date and project objectives moving forward
- c. Roles and Organization of Proposed Team
 - i. Proposes adequate and appropriate disciplines of project team.
 - ii. Some or all of team members have previously worked together on similar project(s).
 - iii. Overall organization of the team is relevant to [local agency] needs.
- d. Project and Management Approach

- i. Team is managed by an individual with appropriate experience in similar projects. This person's time is appropriately committed to the project.
 - ii. Team successfully addresses Site Planning and Programming efforts.
 - iii. Project team and management approach responds to project issues. Team structure provides adequate capability to perform both volume and quality of needed work within project schedule milestones.
 - e. Roles of Key Individuals on the Team
 - i. Proposed team members, as demonstrated by enclosed resumes, have relevant experience for their role in the project.
 - ii. Key positions required to execute the project team's responsibilities are appropriately staffed.
 - f. Working Relationship proposed with C/CAG
 - i. Team and its leaders have experience working in the public sector and knowledge of public sector procurement process.
 - ii. Team leadership understands the nature of public sector work and its decision-making process.
 - iii. Proposal responds to need to assist C/CAG during the project.

4. Project Scope (10 points)

- a. Detailed Scope of Services to be Provided
 - i. Proposed scope of services is appropriate for all phases of the work.
 - ii. Scope addresses all known project needs and appears achievable in the timeframes set forth in the project schedule.
- b. Project Deliverables
 - i. Deliverables are appropriate to schedule and scope set forth in above requirements.
- c. Cost Control and Budgeting Methodology
 - i. Proposer has a system or process for managing cost and budget.
 - ii. Evidence of successful budget management for a similar project.

5. Schedule of Work (10 points)

- a. Schedule shows completion of the work within or preferably prior to C/CAG overall time limits as specified in Appendix C.
- b. The schedule serves as a project timeline, stating all major milestones and required submittals for project management and Federal-Aid compliance.
- c. The schedule addresses all knowable phases of the project, in accordance with the general requirements of this RFP.

6. Conflict of Interest Statement (Pass/Fail)

- a. Discloses any financial, business or other relationship with C/CAG that may have an impact upon the outcome of the contract or scope of work.
- b. Lists current clients who may have a financial interest in the outcome of this contract or projects that will follow.

7. References (10 points)

- a. Provide as reference the name of at least three (3) agencies you currently or have previously consulted for in the past three (3) years.

8. Presentation by Team (10 points)

- a. Team presentation conveying project understanding, communication skills, innovative ideas, critical issues and solutions.

9. Q&A Response to Panel Questions (10 points)

- a. Proposer provides responses to various interview panel questions.

Weighted scores for each Proposal will be assigned utilizing the table below:

No.	Evaluation Criteria	Rating (0-5)	Weight	Score (Rating x Weight)
1	Organization of Proposal		10	
2	Cost Proposal		30	
3	Staff Qualifications & Approach		10	
4	Project Scope		10	
5	Schedule of Work		10	
6	Conflict of Interest Statement	N/A	Pass/Fail	Pass/Fail
7	References		10	
8	Presentation by Team		10	
9	Q&A Response to Panel Questions		10	
	Possible Total:		100	500

APPENDIX C – RFP & PROJECT SCHEDULE

Project Schedule – A Gantt chart should be used to present the project deliverables, cost, and time frames and can be completed in Excel. The following is just an example. (See the section Proposal Evaluation, Item 2.)

Project Planner

