

## **REQUEST FOR PROPOSALS (RFP)**

### **EMPLOYER SERVICES – TRANSPORTATION DEMAND MANAGEMENT (TDM) OUTREACH**

**The Clean Air Campaign, Inc. -- 8/17/09**

#### **SERVICES REQUESTED**

The Clean Air Campaign, Inc. (CAC), a Georgia non-profit corporation, requests submittal of proposals from any party interested in providing Employer Services – Transportation Demand Management (TDM) Outreach for CAC in connection with the transportation demand management program managed by CAC for the State of Georgia. The purpose of the TDM Program is to provide long-term improvements in Georgia's air quality by seeking voluntary changes in commuting and other emission-producing behaviors from area employers, commuters and schools.

#### **EMPLOYER SERVICES – TRANSPORTATION DEMAND MANAGEMENT (TDM) OUTREACH**

CAC seeks proposals from qualified candidates to provide Employer Services – Transportation Demand Management (TDM) Outreach for a three year period (one year contract with two renewal options) ending December 31, 2012. The primary service area will be the twenty metro Atlanta counties currently designated as nonattainment for air quality standards, as well as any additional areas designated as non-attainment during the contract period. Interested candidates must submit proposals in accordance with this Request for Proposals in order to be considered. Award of a contract is subject to CAC receiving federal funding annually. Funding for the services that are the subject of this Employer Services RFP are not anticipated to exceed \$2 million for the first year.

#### **QUALIFICATIONS REQUESTED**

Candidates interested in being considered must submit the following:

##### **1. Section I - Qualifications of the Candidate**

In this section, the candidate must set forth qualifications, covering at a minimum:

- Your firm's experience providing Employer Services – Transportation Demand Management (TDM) Outreach. Describe previous projects and the number of such projects including size, scope and results achieved. You may include examples of similar work products to those required in this scope of work (these documents will not count against the page limit).
- Your firm's experience with getting large numbers of drive alone commuters to switch to using alternative modes, continue their alt mode use, and report their alt mode use.

- Description of tools that will be utilized by your team, including but not limited to your familiarity with ACT! – our existing employer partner information database system. (If you propose a different system than ACT! – include detailed information and justification for switching systems, including plan for transitioning historical data into the new system.)
- Demonstrated ability to maximize the use of funds available by minimizing overhead and other costs.
- Ability to provide detailed and accurate reports on the project within agreed timeframes.
- If your proposal includes the use of any subcontractors, you must provide detailed qualifications for each subcontractor, including number of years in business and experience with similar projects including the number of such projects, the size, scope and results achieved.
- If your firm is a minority business enterprise or a women’s business enterprise, please so state as to each applicable aspect and provide supportive relevant facts, including whether the firm is a certified Minority Business Enterprise Disadvantaged Business Enterprise with the State of Georgia or the Georgia Department of Transportation. If your firm is not a minority business enterprise or a women’s business enterprise, please state the extent, if any, these diverse groups will be involved, in terms of amount of time/dollar volume estimated to be subcontracted out to these minority and/or women business enterprises.
- Provide your firm(s) latest annual financial statements (audited financial statement if available) and any quarterly statements. These statements will be reviewed by the CAC Director of Finance only and will not be available to the Review Committee. (These documents will not count against the page limit)
- Provide a detailed copy of your firm’s policy relative to:
  - the prohibition of discriminatory employment practices,
  - affirmative action/equal opportunity,
  - the use of minority business enterprises, and
  - the use of women’s business enterprises.

## 2. **Section II - Qualifications of Key Individuals**

In this section, the candidate must provide qualifications of all key team members. Please briefly describe how key staff will be organized to carry out the work, including their location and availability for the duration of a project. Note: Any changes in project personnel prior to or during the term of any Contract must be approved in advance by CAC.

In this section, highlight the qualifications of your team members, covering at a minimum:

- Team members’ experience providing Employer Services – Transportation Demand Management (TDM) Outreach, including years of experience, number of similar assignments worked, and results achieved.
- Resumes/bios of key staff can be included in an appendix, which will not count against the proposal page limit.

- Team members' familiarity with the Employers in the nonattainment areas of Georgia, especially within the 20-county metro Atlanta region, highlighting existing relationships with contacts at worksites.

### 3. Section III – Work Scope

The primary goal of this project is to produce new vehicle miles reduced (VMR) through the creation of new alternative mode users as well as increased alternative mode use among existing users. Bidder must describe how proposed activities will generate new VMR. Quantify expected results whenever possible.

Bidder is encouraged to leverage resources and tools that are already in place, but may propose alternatives in order to produce greater results. Existing resources and tools include:

- Suite of Incentive Programs – download program overview from <http://www.cleanaircampaign.org/About-Us/Requests-for-Proposals/Outreach-RFP> See file name: Overview of 2009 Regional Incentive Programs.
- Web-based Commute Reporting System - CommuteTrak® - find User Guide at: <http://www.cleanaircampaign.org/About-Us/Requests-for-Proposals/Outreach-RFP> See file name: CommuteTrak User Guide vFebruary2009.
- Ridematching services are provided in the region by RideSmart, a service of the Atlanta Regional Commission (ARC). Visit <http://www.myridesmart.com> for more information about RideSmart.
- Guaranteed Ride Home Services are provided in the region by RideSmart, a service of the Atlanta Regional Commission (ARC). Visit <http://www.myridesmart.com> for more information about the Guaranteed Ride Home Program.
- Contact Management System (ACT!) – exists on all outreach workstations. Houses information about all partners and prospects. Each outreach team member must keep their files updated and current.

To support CAC's activities with employers, commuters and schools, the organization uses multiple channels of communication centered on driving program participation and activation. Presently through its paid media buy, CAC advertises on major radio stations in metro Atlanta to consumers and employers. CAC negotiates additional exposure through in-kind airtime and promotions. CAC also uses earned media to build interest in programs, highlight the successes of the individuals and organizations involved in these programs and raise the profile of traffic and air quality issues. The organization develops marketing materials and presentations, distributes e-newsletters and maintains a website to support commuters and employers interested in commute alternatives, commute options programs and air quality. In addition, CAC coordinates an annual awards program to recognize the region's most outstanding workplaces for commuters. Bidder can assume that these services will continue to be available to be supported and leveraged through employer services and outreach work described below.

What follows is a workscope of project services. Bidder shall prepare a narrative describing their proposed activities, methods and approach to be used to carry out each of these project services as well as expected results. Bidder is encouraged to be creative and

to propose new or different approaches in order to produce greater results. Describe your commitment to utilize minority and womens' businesses for subcontracted services as needed.

## PROJECT SERVICES

Provide transportation demand management employer outreach services to employers and property managers in the 20-county non-attainment area - specifically these Georgia counties: Barrow, Bartow, Carroll, Cherokee, Clayton, Cobb, Coweta, DeKalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Hall, Henry, Newton, Paulding, Rockdale, Spalding, and Walton. Additional counties may be added in March of 2010, dependent upon EPA's nonattainment designations for the State of Georgia.

The team will be required to work with approximately 1,100 employers (most have greater than 100 employees), of which approximately 800 are current partners with CAC and 300 are prospects. Relationships must be cultivated and maintained at each partner site, and should be leveraged to implement commute options programs and to maximize participation in those programs.

The team will be required to provide direct support to the commuters at employer partner sites, educating them about commute options, assisting with ridesharing arrangements and commuter incentive program participation. There are approximately 350,000 commuters employed at the 1,100 targeted employers.

The team will not be required to work with approximately 900 private sector employers or property managers located within defined geographic areas served by the following eight established Transportation Management Associations (TMAs): ASAP+, Buckhead Area TMA (BATMA), CobbRides, Clifton Corridor TMA (CCTMA), Commuter Club, Downtown TMA (DTMA), Midtown Transportation Solutions (MTS), Perimeter Transportation Coalition (PTC). However, the team will be required to work with a few private sector employers in those areas, as well as all of the public sector employers in those areas. The team will also be required to work with all of the employers and property managers in the Hartsfield Area TMA (HATMA) area.

The team shall perform the following tasks within the CAC Outreach Service Area:

### Task 1: Employer Outreach

Provide outreach services to approximately 1,100 employers. Your narrative must describe the activities you would perform, as well as the results expected. Your plans could include conducting seminars to reach your target audience effectively.

Your narrative must include your plans to generate interest in ridematching and help commuters take advantage of ridematching services. Plan should include contacting commuters who have received a match list from RideSmart, and assisting those commuters with finalizing and implementing a rideshare arrangement. Include your goals (average number of ridematch applicants per month, percentage of commuters contacted, and placement rate) for this activity.

Your narrative must include your plans to promote the Guaranteed Ride Home (GRH) Program (see <http://www.myridesmart.com>) and to get commuters to apply for the service. Include your goals (average number of GRH applicants per month) for this activity.

Your narrative must include your plans for keeping your staff apprised of local transportation issues and projects, so that current and relevant information can be communicated to employers and commuters.

Your narrative must include your plans to promote carpooling, vanpooling, and riding transit - and to maximize the number of commuters using those modes. Include specific goals for this activity.

During the past few years, The Clean Air Campaign has also employed Telework subject matter experts to help interested employers to start or expand a telework program. For the purposes of responding to this RFP, bidder can assume that these services will continue to be available, and can be leveraged to develop such expertise on your team. Your narrative must include your plans to promote teleworking, leveraging the Telework expertise we've assembled, and maximizing the number of teleworkers at partner sites. Your plan must include the recruitment of employers into our Telework program, as well as your plans for increasing the percentage of teleworkers that report their telework days into our online system. Overall, include your goals for creating more teleworkers.

Your narrative must include your plans to promote walking and biking as commute options, and to maximize the number of walkers and bikers at partner sites. Include your goals for this activity.

Your narrative must include your plans to get employers to offer compressed work week and alternative work schedule options, which will alleviate traffic congestion and improve air quality. Include your goals for this activity.

During the past few years, The Clean Air Campaign has employed a Commuter Choice subject matter expert to help educate interested employers on the Qualified Transportation Fringe Benefits Regulation of the Internal Revenue Service section 132 (f). This regulation allows employers and employees, within certain guidelines to take advantage of financial tax benefits for the purposes of vanpooling, taking transit and parking. For the purposes of responding to this RFP, bidder can assume that these services will continue to be available, and can be leveraged to develop such expertise on your team. Your narrative must include your plans to identify and engage employers interested in learning about the tax benefits available. Include your goals for this activity.

Your plans should include at least annual measurement of actual alt mode use at each employer/property manager site, and a description of how such measurement will be accomplished. Historically, a minority of alt mode users are willing to log their commute on a consistent basis, so program participation (# commuters logging) alone is not an accurate measure. All measurement and survey activities will need to be coordinated with the GDOT's statewide measurement contractor.

The Clean Air Campaign has employed a Diesel Idling Reduction subject matter expert to help educate interested employers on the benefits of voluntary Diesel Idling Reduction. For the purposes of responding to this RFP, bidder can assume that these services will continue to be available, and can be leveraged to develop such expertise on your team. Your narrative must include your plans to identify and engage employers interested in implementing a Diesel Idling Reduction program. Include your goals for this activity. It is estimated that as of January 1, 2010 there will be approximately 100 employers and worksites that have already adopted a formal Diesel Idling Reduction policy.

While the outreach services described herein are performed primarily at employer worksites, the bidder's team must also include a staff member that is to remain in the CAC office during normal work hours to field incoming calls from commuters and others. This staff person will assume all receptionist duties for The Clean Air Campaign, handle incoming calls, manipulate commuter and partner data in both the ACT! Database and the CommuteTrak® commute reporting system, and handle other duties as may be assigned.

## Task 2: Promote and Implement Regional Programs

Your narrative must include your plans to leverage the following regional programs to increase the number of people participating in carpools and vanpools, riding transit, biking, walking, teleworking or working a compressed work week schedule:

1. Commuter Prizes
2. Cash for Commuters
3. Carpool Rewards
4. Telework/Compressed Work Week Program
5. Vanpool Incentive Program
6. Commuter Choice
7. Clean Air Commuter Champion
8. Diesel Idling Reduction

A description of the current Regional Programs can be downloaded from <http://www.cleanaircampaign.org/About-Us/Requests-for-Proposals/Outreach-RFP> See file name: Overview of 2009 Regional Programs. For the purposes of responding to this RFP, bidder can assume a similar slate of Regional Programs will exist during the contract period. The cost of regional programs including incentives should NOT be included in Bidder's budget. The cost of regional incentives is covered by a separate Regional Incentives Budget.

If Bidder plans to utilize any local incentives to promote regional program participation, such plans should be described in detail, including the nature and purpose for each local incentive, results expected and the cost of those local incentives must be included in Bidder's proposed budget.

Where possible, Bidder should establish participation goals for each of the regional programs.

### Task 3: Program Evaluation and Reporting

Your team will be responsible for reporting outreach activities, and whenever possible – the measured results of those activities. No fewer than four (4) monthly reports must be provided, including but not limited to:

1. Monthly TDM activity report which must be submitted to the Center for Transportation and the Environment (CTE), as dictated by CAC and/or the Employer Services Committee (ESC). (Sample report can be downloaded from <http://www.cleanaircampaign.org/About-Us/Requests-for-Proposals/Outreach-RFP> See file name: Sample Monthly TDM Report to CTE)
2. Monthly narrative report which must be submitted to CAC Program Management (Sample report can be downloaded from: <http://www.cleanaircampaign.org/About-Us/Requests-for-Proposals/Outreach-RFP> See file name: Sample Monthly Narrative Report)
3. Monthly excel spreadsheet quantifying team performance, which must be submitted to CAC Director of Programs and Employer Services (Sample report can be downloaded from: <http://www.cleanaircampaign.org/About-Us/Requests-for-Proposals/Outreach-RFP> See file name: Sample Monthly Performance Measures Report)
4. Monthly call report, enumerating telephone calls received by category (Sample report can be downloaded from: <http://www.cleanaircampaign.org/About-Us/Requests-for-Proposals/Outreach-RFP> See file name: Sample Monthly Inbound Call Report)

Reports must include both quantitative results for all targets identified in the contracted workscope as well as a description of all activities that directly promote commute alternative behaviors at employer sites whether those activities can or cannot be directly measured.

All Program data will be reviewed by The Clean Air Campaign, which may lead to additional data collection requirements to be implemented during the contract year.

### Task 4: Monthly Invoicing of Program Expenses

You will be required to submit monthly invoices for all program expenses incurred during the prior month by the 10th of the month following. Invoices must include detailed documentation supporting all program expenses, and expenses must be incurred according to the budget established at the beginning of each year. (see Section IV – Budget)

## **4. Section IV - Budget**

Provide a budget in the form of Appendix A attached hereto setting forth in detail the proposed budget for the above work scope. When calculating costs Bidder should keep in mind that CAC's office in downtown Atlanta includes workspace for the Employer Services Outreach Team, and can accommodate as many as 18 team members before some type of hoteling arrangement would need to be utilized. Workstations include computing equipment and telephones for up to 16 team members, as well as shared printers, copiers, and fax machine. Bidder should include the following costs in your budget:

- Contact Management System (if proposing to use a system other than existing ACT! database)
- Cell phones/access for Outreach team
- Local incentives (if any are proposed)
- Seminar facility rental and other related costs (if employer seminars are proposed in work scope)
- Any other cost required to deliver proposed services

## **GENERAL TERMS AND CONDITIONS**

Any party or team interested in being considered as a candidate for providing the services described in the Scope of Work must submit **an original and six (6) copies of a written Proposal** to CAC (addressed to the attention of Mike Williams, Director of Programs and Employer Services) no later than 5:00 P.M. on Friday, September 18<sup>th</sup>, 2009. All submittals must be received by this date and time by The Clean Air Campaign, Inc. at 55 Park Place, NE, Suite 250, Atlanta, Georgia 30303, to be considered; **any submittal not delivered/received in accordance with these requirements will not be accepted.**

If your firm does not wish to propose on this scope of work, please notify us as soon as possible. A negative response will not prejudice consideration of your firm in competition for future CAC contracts. However, a failure to respond either positively or negatively will be considered a lack of interest and your firm's name will be deleted from CAC's prospective consultant file.

Further, to be considered, **the written Proposal shall contain no more than twenty (20) pages,** (excluding the transmittal letter, staff resumes, work product samples and the detailed information requested above concerning firm policies) and must include (in addition to the information provided in response to sections 1,2, 3 and 4 above) the following information:

- a. Firm or Organization name, address, telephone number, former firm names, official Georgia address (if applicable), joint venture partner information (if applicable), and sub-consultants (include Disadvantaged Business Enterprises) to be used by the firm. If the firm has branch offices state which office will be performing the majority of the work.
- b. 3-5 References for similar work performed. References should include Company/client name, point of contact (including title and contact information), and a brief description of the work performed, including your role, and the dates, duration, and contract/grant value. References may only be checked for finalist candidates.
- c. Other information will be considered so long as the total submittal does not exceed twenty (20) pages in length. Failure to meet this requirement will be considered "nonresponsive" and the entire submittal will be rejected.

The submittal shall be organized into the following sections: (1) Section I - Qualifications of the Candidate; (2) Section II - Qualifications of Key Individuals, (3) Section III – Approach to Scope of Work, and (4) Section IV - Budget. Responses should be printed in 10pt. type or larger. The Clean Air Campaign may request additional information regarding qualifications and experience from the candidates after the initial proposals have been reviewed, including but not limited to references of clients for similar/relevant work performed. The Clean Air Campaign may schedule candidate interviews, if necessary.

Information concerning The Clean Air Campaign may be obtained by visiting our website at

www.cleanaircampaign.org. Documents supporting this RFP may be accessed at <http://www.cleanaircampaign.org/About-Us/Requests-for-Proposals/Outreach-RFP>.

Questions concerning this RFP may be submitted prior to 5 pm on Wednesday, September 2<sup>nd</sup>, 2009. Questions should be submitted to Mike Williams, Director of Programs and Employer Services at [mwilliams@cleanaircampaign.org](mailto:mwilliams@cleanaircampaign.org). Answers will be posted on the CAC website by Tuesday, September 8<sup>th</sup>, 2009. **Communication about this RFP with any CAC or other personnel associated with the Georgia TDM Program, other than those identified herein for such purposes, is not permitted. No questions other than written will be accepted. No response other than written will be binding upon CAC.**

### **ELIGIBLE CONTRACTORS**

The candidate is required to have experience, tested skills and a level of knowledge of the issues. The candidate should also have adequate support facilities, personnel and other skills required to ensure timely and accurate implementation of any contract deliverables.

### **SELECTION OF POTENTIAL CANDIDATES**

**Evaluation of Proposals.** The review of written proposals will be based on the following evaluation criteria, with the relative weights in parenthesis:

1. Team Profile and Institutional Capability (33%)
  - Institutional capability to implement the tasks outlined above, (among the contractor, partner(s), and/or sub-contractors).
  - Expertise – extent to which proposed project team meets or exceeds the needs and requirements set forth in this RFP.
  - Demonstrated implementation capacity, including ability to mobilize quickly.
  - Familiarity with Metro Atlanta, Non-Attainment areas in Georgia and Employers
  - Ability to adapt various program methods and approaches to challenging situations
  - Past performance in terms of results, cost control, customer satisfaction, and providing highly qualified personnel suited to the scale and specific demands of this project.
2. Description of Approach to Workscape (33%)
  - Articulates technical knowledge and understanding of effective approaches to the implementation of TDM programs, addresses the tasks and skill-sets described in this RFP, and is likely to achieve strong results.
  - Demonstrates an understanding of the issues involved in TDM programs, addresses the key needs in current TDM programs and shows potential for effective innovation.
3. Cost Effectiveness (34%)

Only candidates submitting a Proposal in accordance with the criteria set forth above shall be eligible for evaluation. Each submitted Proposal meeting the administrative requirements will be evaluated by a Review Committee and ranked from highest to lowest. Upon completion of this initial evaluation, the field of potential candidates may be narrowed to a competitive range and those candidates may be invited to participate in the interview phase of the selection process. In

addition, CAC reserves the right to make a selection and award a contract based on evaluation of proposals without conducting formal interviews.

1. **Candidate Interviews.** Final candidates may be interviewed at The Clean Air Campaign, Inc. at 55 Park Place, NE, Suite 250, Atlanta, Georgia 30303. The interview will include a presentation by the candidate(s) on how they plan to execute the scope of work, staffing, budget allocation, and a question-and-answer period.
2. **Final Candidate Selection.** A final selection will be made of the candidate best qualified to accomplish the objectives of the project. Final selection will be based on scores derived from the interview between the final candidate(s) and the Review Committee (if interviews are necessary), as well as their Proposals. Award will be made subject to candidate's satisfactory completion of a pre-award audit.

## **ADDITIONAL INFORMATION**

### **1. RFP Amendments and Funding Issues**

CAC reserves the right to amend the RFP prior to the date of submission of a written Proposal. Amendments will be posted on the CAC website and sent to all interested candidates. CAC also reserves the right to retain all Proposals and other materials submitted as part of the Proposal.

**CAC may, within its sole discretion, reject any and all submittals and proposals for any reason and/or cancel this solicitation in its entirety, to waive any minor informalities in a response, to request clarification of information from any firm responding anytime prior to reaching a final Contract with a selected candidate.**

### **2. Cost for Preparing Proposal**

The cost for developing the Proposal is the sole responsibility of the Candidate. CAC will not provide reimbursement for such costs.

## **TERMS AND CONDITIONS**

### **1. Contract Award**

Prior to award, the winning Candidate will be required to enter into discussions with CAC to resolve any contractual differences before an award is made. These discussions are to be finalized and all exceptions resolved within one (1) week of notification, if not, this could lead to rejection of the Candidate's proposal and discussions initiated with the second highest scoring Candidate. A copy of our standard contract can be accessed from <http://www.cleanaircampaign.org/About-Us/Requests-for-Proposals/Outreach-RFP> See the document: Consultant Services Agreement. Candidates will not retype the contract as alterations will be difficult to detect.

### **2. Billing Information**

The Candidate shall provide CAC with time sheets describing work performed to document and account for hourly personnel rates. All out-of-pocket and miscellaneous expenses, including, but not limited to packaging, postage and photocopying, will be billed at the candidate's cost without mark-up for overhead and profit and detail support must be provided.

**3. Payment for Services**

You will be required to submit monthly invoices for all program expenses incurred during the prior month by the 10th of the month following. Invoices must include detailed documentation supporting all program expenses, and expenses must be incurred according to the budget established at the beginning of each year. (see Section IV – Budget)

You will be reimbursed for all properly submitted and approved invoices within five working days after the receipt of payment from our funding source. Based on our 2009 experience you can expect that payment for your January services will be processed in May and that subsequent monthly invoices to be paid every 30 days thereafter. The average payment cycle is expected to be 120 days from the date of invoice.

**4. Conflict of Interest**

If a Candidate has any existing client relationship(s) that involve(s) any governmental agency and/or personnel that would compromise the CAC and/or prevent the objective and effective implementation of the assigned Scope of Work, the Candidate must disclose such relationship(s) to CAC during the proposal submission phase of this RFP process.

**SELECTION SCHEDULE AND OTHER INFORMATION**

The Proposal (with 6 copies) shall be submitted in accordance with the time frames and other requirements set forth above. It is anticipated that evaluation of the written proposals will be completed within thirty (30) days of the required due date for all Proposals.

## APPENDIX A

### PROPOSED BUDGET

|    |                                                                                                                                        | Estimated Hours | Rate/Hr | <u>Total Est. Cost</u> |
|----|----------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------|------------------------|
| 1. | Direct Labor<br>(List by position<br>all professional personnel<br>participating in this project)                                      |                 |         |                        |
|    | <b>Total Direct Labor</b>                                                                                                              |                 |         | \$ _____               |
| 2. | Overhead Cost<br>(overhead percentage rate) x (total direct labor)                                                                     |                 |         |                        |
|    | <b>Total Overhead</b>                                                                                                                  |                 |         | \$ _____               |
| 3. | Other Direct Costs<br>(List other items and basis for computing cost for each.<br>Examples include computer services, equipment, etc.) |                 |         |                        |
|    | <b>Total Other Direct Costs</b>                                                                                                        |                 |         | \$ _____               |
| 4. | Subcontracts<br>(For each, list identity, purpose and rate)                                                                            |                 |         |                        |
|    | <b>Total Subcontracts</b>                                                                                                              |                 |         | \$ _____               |
| 5. | Travel<br>a. Travel to/from the CAC offices.<br>b. Travel within CAC area                                                              |                 |         |                        |
|    | <b>Total Travel</b>                                                                                                                    |                 |         | \$ _____               |
| 6. | Profit<br>(Percentage rate x basis)                                                                                                    |                 |         |                        |
|    | <b>Total Profit</b>                                                                                                                    |                 |         | \$ _____               |
|    | <b>Total Estimated Cost and Profit</b>                                                                                                 |                 |         | \$ _____               |

Contractors are required to comply with the restrictions outlined in OMB Circular A-122 Cost Principles  
for Non-Profit Organizations.