



**Cowlitz-Wahkiakum**  
Council of Governments

**Cowlitz-Wahkiakum Council of Governments**

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## **REQUEST FOR QUALIFICATIONS**

To Complete a Comprehensive Safety Action Plan for Cowlitz County and Six Incorporated Cities (Cities of Longview, Kelso, Castle Rock, Kalama, and Woodland, Washington as well as the City of Rainier, Oregon)

**October 9, 2023**

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# REQUEST FOR QUALIFICATIONS (RFQ)

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## I. INTRODUCTION

### Background

The Cowlitz-Wahkiakum Council of Governments (CWCOG), as the bi-state Metropolitan Planning Organization (MPO), is seeking a qualified consultant to develop a Comprehensive Safety Action Plan for Cowlitz County and its five incorporated cities and the City of Rainier, OR which is included as part of the MPO. In this document the terms ‘Comprehensive Safety Action Plan’, ‘Action Plan’, or ‘Plan’ are used interchangeably. This work is associated with the FY22 Safe Streets and Roads for All (SS4A) Notice of Funding Opportunity (NOFO). The CWCOG was selected for a FY22 SS4A grant award and has executed a grant agreement with the Federal Highway Administration (FHWA).

### CWCOG Overview

The CWCOG is a federally designated, bi-state Metropolitan Planning Organization and a Washington State-designated Regional Transportation Planning Organization. The Metropolitan Planning Area (MPA) includes the bi-state urbanized areas of Longview and Kelso, Washington and Rainier, Oregon. Longview is the largest city in Cowlitz County. The Longview Metropolitan Statistical Area includes the geographic area of Cowlitz County. The County’s 2022 population is 111,956 and the Population of Rainier is 2,022.

## II. SCOPE OF WORK

The qualified consultant will be capable of successfully developing a Comprehensive Safety Action Plan to comply with all federal requirements and based on an identified scope of work. Below is a project description and key project tasks. Responses to this RFQ must demonstrate an understanding of, and ability to, complete an identified scope of work (described below) and conduct community outreach to meet all requirements of the program. The final scope of work will be determined by CWCOG in coordination with the consultant. The CWCOG supports participation of disadvantaged business enterprises in all activities.

### **Project Description**

This project will develop a Comprehensive Safety Action Plan for the Metropolitan Planning Organization (MPO) for a total of six cities and one county. There are five main components to the Comprehensive Safety Action Plan: 1) setting a goal and timeline for eliminating fatalities and serious injuries; 2) an analysis of the location and severity of vehicle-involved crashes in a locality; 3) an analysis of community input, gathered through public outreach and education; 4) a data-driven approach to identify projects or strategies to prevent fatalities and serious injuries in a locality, such as those involving –

- a) Education and community outreach;
- b) Effective methods to enforce traffic laws and regulations;
- c) New vehicle or other transportation-related technologies; and

d) Roadway planning and design; and

5) mechanisms for evaluating the outcomes and effectiveness of the Comprehensive Safety Action Plan, including how that effectiveness will be reported to residents in a locality.

The Plan will support the Safe System Approach principles from the US Department of Transportation. Further, the Plan will also help communities to implement a Complete Streets program to support a safe, connected, and equitable transportation network for travelers of all ages and abilities, particularly those from underserved communities.

### **Project Key Tasks**

Eight key tasks have been identified for the development of the Comprehensive Safety Action Plan based on requirements in the FY22 Safe Streets and Roads for All Notice of Funding Opportunity (NOFO) and are described below. These key tasks are a general overview of the project scope of work; however, the NOFO will be the official list of requirements for development of a Comprehensive Safety Action Plan.

#### Task #1 – Cowlitz Area Technical Advisory Committee Meetings

The development of the Comprehensive Safety Action Plan will be overseen by the Cowlitz Area Technical Advisory Committee (CATAC) comprised of representatives from cities, counties, ports, transit, WSDOT, and ODOT. The CATAC meets the first Thursday of most months or on other dates when a special meeting is needed. The Consultant shall recommend a schedule for when to solicit input and/or provide updates on the Comprehensive Safety Action Plan from the CATAC. CWCOG staff anticipates during this project there will be two to four regular or special meetings of the CATAC focused on the Comprehensive Safety Action Plan development to provide adequate input into the process. The Consultant will need to meet individually with representatives from Cowlitz County and the six cities between CATAC meetings to develop the Plan.

#### Task #2 – Leadership Commitment and Goal Setting

Consultant will review existing safety plans and work with agencies to identify information of local issues and concerns. Based on the review consultant will recommend either a target date for achieving zero roadway fatalities and serious injuries or an ambitious percentage reduction of roadway fatalities and serious injuries by a specific date with eventual goal of eliminating roadway fatalities and serious injuries. CWCOG staff will support this task by drafting a resolution based on the Consultant recommendation for consideration by the CWCOG Board of Directors (MPO Policy Board). CWCOG staff will provide a copy of the final resolution to the Consultant for inclusion in the final Comprehensive Safety Action Plan.

#### Task #3 – Safety Analysis

The consultant will conduct a systemic safety analysis. This will include an analysis of existing conditions and historical trends that provides a baseline level of crashes involving fatalities and serious injuries across the region and in each jurisdiction (unincorporated Cowlitz County and each of the six cities). The safety analysis will include an analysis of locations where there are crashes and the severity of the crashes, as well as contributing factors and crash types by relevant road users (motorists, people walking, transit users, etc.). Analysis will include systemic and specific safety needs (e.g., high-risk road features, specific safety needs of

relevant road users, public health approaches, analysis of the built environment, demographic, and structural issues, etc.). To the extent practical, the analysis should include all roadways within the jurisdiction, without regard for ownership. This analysis will develop a geospatial identification of higher-risk locations will be developed (a High-Injury Network).

#### Task #4 – Engagement and Collaboration

The consultant will plan and implement a public engagement and collaboration process to solicit information from the public and key stakeholders. The public and stakeholder engagement process should include a public survey focused on safety, equity, and the existing conditions in the area.

#### Task #5 – Equity Considerations

Racial, economic and health equity considerations will be considered in the development of the final plan. This work will include an approach to ensure equitable investment in the safety needs of underserved communities in preventing transportation-related fatalities and injuries.

#### Task #6 – Write Comprehensive Safety Action Plan

The Action Plan will focus on efforts likely to significantly reduce or eliminate transportation-related fatalities and serious injuries involving various road users, including pedestrians, bicyclist, public transportation users, motorists, and commercial vehicles. CWCOG staff has identified that the Action Plan could be organized into two parts as follows: 1) A regional overview of the safety analysis and inclusion of required components applicable to all jurisdictions; and 2) Separate sections for each jurisdiction (unincorporated Cowlitz County and each of the six cities) to include a jurisdiction-specific safety analysis and identification and prioritization of projects and strategies for the jurisdiction. The Action Plan will need to include an assessment of current policies, plans, guidelines, and/or standards to identify opportunities to improve how processes prioritize transportation safety with recommendations for revised or new policies, guidelines, and/or standards that could be part of implementation. Finally, the Action Plan must include methods for measuring progress and means for ensuring ongoing transparency with stakeholders and the public.

#### Task #7 – ArcGIS Online Web Map or Dashboard

The Consultant will develop an ArcGIS Online web map and/or dashboard to track completion of strategies and projects identified in the Action Plan.

#### Task #8 – Plan Review and Adoption; Final Deliverable

Consultant will coordinate opportunities for feedback from agencies, stakeholders, and the public throughout the process. Consultant will submit a draft plan for stakeholder and public review. The consultant will then revise the draft plan based on feedback and submit a revised draft plan for an official public comment period prior to the final adoption process. CWCOG staff will coordinate the plan adoption process. The Action Plan will be adopted first by the CWCOG Board of Directors (MPO Policy Board) and then the individual jurisdictions (Cowlitz County, six cities) will adopt the Plan as well. Following plan adoption, the consultant will need to include the resolutions in the final plan and submit to CWCOG staff as the final deliverable.

## **Project Deliverables**

This project will require successfully developing and delivering the following work products to CWCOG staff.

- Stakeholder/Public Review Draft Plan (PDF & Microsoft Word format)
- Revised Draft Plan (PDF & Microsoft Word format)
- Final Plan (PDF & Microsoft Word format)
- ArcGIS Online web map and/or dashboard

## **Scope of Work Assumptions**

### *Expectations of Agency Staff*

- Regular project coordination with consultant.
- Provide copies of existing plans
- Distribute agenda packet materials prepared by consultant one week prior to CATAC meetings.
- Provide contact information for agency representatives dedicated to working on the effort.
- Review and provide comments on survey prior to publication (if any survey is needed).
- Review and provide comments on Comprehensive Safety Action Plan draft documents.
- Copy legal notice and news release text prepared by Consultant into CWCOG template and distribute to newspapers/media for the public comment period.
- Post revised draft of the Comprehensive Safety Action Plan to the CWCOG website for public comment period.
- Coordinate plan adoption process and provide final resolutions to the Consultant.
- Coordinate consideration of resolution by the MPO Policy Board for Task #2.

### *Expectations of Consultant*

- Regular project coordination with CWCOG staff.
- Finalize schedule for when to involve the Cowlitz Area Technical Advisory Committee.
- Prepare agenda packet materials for Cowlitz Area Technical Advisory Committee meetings and provide to CWCOG for distribution.
- Facilitate the portion of Cowlitz Area Technical Advisory Committee meetings when the Comprehensive Safety Action Plan is the focus.
- Develop a public survey and manage survey outreach and finalize analysis (if any survey is needed).
- Write the Comprehensive Safety Action Plan document and provide to CWCOG for internal review and stakeholder/public review.
- Set-up email for receiving feedback from stakeholders and the public during review periods.
- Collect and respond to stakeholder and public comments.
- Revise the plan based on internal review and stakeholder/public review comments.
- Deliver revised draft plan ready for the adoption process.
- Prepare text for a legal notice and news release.
- Deliver final plan after adoption.

### III. PROJECT OVERVIEW

- A. **Funding:** This project is being funded with grant funding from the Federal Highway Administration (FHWA) and matching funds from local agencies.
- B. **Scope of Work:** The qualified consultant will be capable of successfully completing all elements of the Scope of Work stated in Section II in coordination with CWCOG staff and other partners to comply with all funding requirements.
- C. **Deliverables:** A public review draft, revised draft, and final Action Plan must be delivered along with an ArcGIS Online web map or dashboard for implementation tracking and monitoring. The public review draft is scheduled to be submitted to CWCOG staff by June 30, 2024, to allow for stakeholder and public comment, plan revisions, and plan adoption in Summer/Fall 2024. Plan adoption is tentatively planned for September or October 2024 at the latest. The exact schedule may vary with approval of CWCOG staff, but the project must be completed including submittal of final invoice no later than December 31, 2024.

### IV. SELECTION PROCESS

- A. **Process:** A two-phase process will be used for selecting the best qualified submission for the project. Phase one of the process is “Submittal Review and Evaluation” during which the CWCOG Project Manager determines whether a submitted submission meets all the requirements of the RFQ followed by review and ranking of the submissions by the Selection Committee. Phase two involves interviews and a final ranking by the Selection Committee.

Failure to meet the requirements of this RFQ may be cause for rejection of the submittal. Similarly, the CWCOG may reject any submittal if it is conditional, incomplete, late, or contains irregularities.

The CWCOG may waive any immaterial deviation in a submission. However, the absence of information pertinent to the evaluation criteria will be evaluated accordingly. Waiver of an immaterial deviation shall in no way modify the RFQ documents or excuse the selected consultant from full compliance with the contract terms and requirements.

- B. **Submittal Review:** The Selection Committee to review qualified submissions will consist of the CWCOG Project Manager, other CWCOG staff, and one or more local agency staff.
- C. **Submittal Evaluation:** The final decision will be made by CWCOG staff after consultation with local partner agencies and FHWA.
- D. **Interviews:** The Selection Committee will conduct oral interviews with the top-ranked consultants for the project. The interview provides further opportunity for the CWCOG to evaluate the submission, credentials, and qualifications of the consultant, and for both parties to determine the potential to work together effectively on the project. The consultant’s project lead will play a key role in the interview. Key



personnel engaged in the project should also be included in the interview process. The interview will include a short (8 – 10 minute) overview of the consultant’s credentials and overall qualifications, then questions by the Selection Committee. The anticipated length of the interview is 45 to 60 minutes.

Notification of interview status will be communicated by November 14, 2023. Please ensure that the Project Manager and appropriate staff are available to attend the interview. Virtual interviews will be conducted December 4, 5, or 6, 2023. You may request a preferred date and time (am or pm) with your submission.

- E. **Selection:** Any contract awarded shall be made to the best-qualified submission based on the selection process, as outlined above. The CWCOG will notify consultants of the submission selected by distributing a *Notice of Intent to Award*. The final Scope of Work will be negotiated to meet the CWCOG needs and could include a scope of work modified from the identified one in Section II. All consultants responding to the RFQ will be provided with a *Notice of Intent to Award* following its issuance.
- F. **Bid Protest Selection:** A bid protest period shall commence immediately upon distribution of the *Notice of Intent to Award*. During this time any interested person, consultant, or firm may file a protest in accordance with the process outlined below with respect to the selected submission and/or with respect to the qualifications of the selected firm.

Firms who wish to lodge a protest as to the award of the contract must do so before 4:00 PM PDT of the fifth (5<sup>th</sup>) business day following the *Notice of Intent to Award* the contract. Protests must be received in writing to the CWCOG Executive Director, Bill Fashing. It must include the following: 1) the name of the person or consultant or firm making the protest; 2) a complete statement of all legal and factual grounds of the protest; 3) any documentation supporting the protestor’s grounds for the protest; and 4) the form of relief requested and the legal basis for such relief. If a valid protest is timely filed, the Executive Director shall investigate the protest. The protested firm has three (3) business days to respond to the Executive Director and to provide any information requested by the Executive Director. The Executive Director shall respond to the protesting party, stating his findings.

Failure to timely file a written protest shall constitute a waiver of the right to protest. Untimely protests will not be accepted or considered.

## V. SUBMITTAL INFORMATION AND REQUIREMENTS

A. **Submittal Requirements:** Qualified consultants are invited to submit a single submission as described in this RFQ. Submittals shall be thorough, concise, and are recommended to be delivered electronically. The submission should address the elements specified herein and be presented in the following format:

### 1. Format

- i. **Language:** The entirety of the document shall be written in the English language.
- ii. **Page Size:** All information, except for charts, exhibits, and other illustrative and graphical information shall be formatted to be printed on 8.5 x 11-inch paper. Charts, exhibits, and other illustrative and graphical information may be formatted to be on either 11 x 17-inch paper or 8.5 x 11-inch paper.
- iii. **Front Cover:** The front cover of the submission shall be labeled with the consultant's name, the project name, and the RFQ due date.
- iv. **All submissions must be received** electronically at [cwcog@cwco.org](mailto:cwcog@cwco.org) or by US Mail as stated on page 11 of this RFQ.

2. **Consultant Team Approach:** Given the nature of this project, the work may support and justify the inclusion of more than one consultant or firm on the consultant's project team. These additional parties will be considered sub-consultants. The specific role of each member of the team should be clearly defined and outlined throughout the submission.

3. **Letter of Introduction and Availability:** Provide an introduction to the lead consultant or firm, including the year it was established, as well as a statement of interest in the project and an overall understanding of the Scope of Work. Include complete contact information and signatures of any individuals authorized to make representations for the firm on this project. Similar information should also be included for any sub-consultants. Also include a commitment to participate in an interview on December 4, 5, or 6, 2023.

4. **Outline of Qualifications and Experience:** Provide an overview of the lead consultant or firm's background, relevant experience, credentials, and qualifications as they pertain to this project and the deliverables. Introduce and provide background information and related experience of staff who will be involved in the project. If the use of sub-consultants is proposed, similar information shall be provided for each.

5. **Examples of Similar Projects:** Provide examples of previously completed transportation safety plans with specific focus on projects based on the Safe Systems Approach.

6. **Methodology:** Outline the proposed approach to the project and describe the method for completing the work.

7. **Timeline:** Include a statement confirming the firm can complete the project as outlined in

Attachment 2: RFQ and Project Schedule (page 16).

8. **Project Budget:** CWCOG has a Safe Streets and Roads for All federal funding award for the project. CWCOG has budgeted up to \$230,000 for the project. The chosen consultant and CWCOG will negotiate the budgetary specifics prior to entering into an agreement.
9. **Professional References:** Provide contact information for a recent project and three relevant professional references beyond the most current that are related to transportation safety planning.
10. **Conflict of Interest:** The firm shall disclose any financial, business, or other relationship that may be impacted by this work.
11. **Signature:** The submission shall provide the following: names, titles, addresses, telephone numbers, and email addresses of individuals with the authority to negotiate and contractually bind the company.
12. **Small and Minority Firms** are encouraged to apply.
13. **Time and Place of Submission:** To be considered, all submissions should be received electronically at [cwcog@cwcog.org](mailto:cwcog@cwcog.org) by 4 PM on November 9, 2023. Submissions may also be mailed but must be received by the deadline. The mailing address is included below.

Cowlitz-Wahkiakum Council of Governments  
ATTN: Bill Fashing  
PO Box 128  
Kelso, WA 98632

- B. **Late Submittals:** Submittals received after the specified time shall not be considered.
- C. **Modification or Withdrawal of Submittals:** Any submission received prior to the receipt date and time specified above may be withdrawn or modified by written request of the consultant prior to the submittal deadline. Any modifications shall follow the above guidelines when resubmitting.
- D. **Property Rights:** Submissions received become the property of the CWCOG and all rights to the contents therein become those of the CWCOG.
- E. **Amendments to Request for Qualifications:** The CWCOG reserves the right to amend this RFQ by addendum before the final submittal date. Addendums to the RFQ will be made public on the CWCOG website ([www.cwcog.org](http://www.cwcog.org)). Firms responding to the RFQ are responsible for checking for any amendments on the CWCOG website. Any amendment will be posted by October 25, 2023.
- F. **Inquiries:** Inquiries concerning this RFQ should be directed in writing to the Project Manager (no phone calls will be accepted). Consultants shall be responsible for reviewing this RFQ and any addenda issued by CWCOG prior to the due date, and for requesting written clarification or interpretation of any perceived discrepancy, deficiency, ambiguity, error, or omission contained therein, or if any provision which the consultant fails to understand. Failure of the consultant to so examine and inform itself shall be at its sole risk and no relief of error or omission will be provided by the CWCOG. CWCOG will respond

to written requests for clarification in accordance with this Section. To the extent written responses are provided, they will be considered part of the Contract Documents and posted to the CWCOG website as stated in 'E'.

CWCOG will only consider comments or questions regarding this RFQ, including requests for clarification and requests to correct errors, if submitted by a consultant's authorized representative to the CWCOG's Project Manager by email or hard copy.

Such comments or questions may be submitted at any time prior to the applicable last date specified in Appendix 2 or such later date as may be specified in any addendum. Questions and comments, including requests for clarification or interpretation, shall be in written form either by mail or email to the following:

Project Manager: Robert Stevens, Senior Transportation Planner  
Cowlitz-Wahkiakum Council of Governments  
Email: [rstevens@cwco.org](mailto:rstevens@cwco.org) 360-577-3041  
Administration Annex ~ 207 Fourth Avenue North  
PO Box 128  
Kelso, WA 98626

## VI. CONTRACT AWARD

- A. **Non-Commitment**: This RFQ does not commit the CWCOG to award a contract, to pay any costs incurred in preparation for this request, or to procure or contract for services. The CWCOG reserves the right to accept or reject any or all submittals received as a result of this request or to modify or cancel in part or in its entirety the RFQ if it is in the best interest of the CWCOG and project to do so.
- B. **Recommendations, Approval and Execution**: The CWCOG Executive Director will make the final determination to award the contract to the selected consultant. Should this RFQ result in the award of a contract, the contract will not be in force until it is fully executed by the CWCOG Executive Director and consultant.
- C. **Requirements of Contract**: This project is funded with Federal Safe Streets and Roads for All funding and the contractor will be required to follow all requirements under such funding. The contract, if awarded, will include additional details on requirements. Generally, the contractor will fall under 49 USC Ch. 53 and 23 USC (Highways). The requirements will include Washington Executive Orders 12549 and 12689 relating to debarment and suspension, Buy America requirements when applicable, all requirements under U.S. Title VI of the Civil Rights Act and the Washington State Civil Right Act, Equal Employment Opportunity requirements. The contractor will be required to abide by all applicable state and federal laws and regulations including but not limited to employment, equal opportunity employment, nondiscrimination assurances, project record keeping and necessary to evidence compliance, and retention of such records.
- D. **Payment**: The successful consultant will be paid no more than once a month for authorized and

satisfactorily completed work and services as rendered under the project contract. Such payment shall include full compensation for all allowable and eligible work, services rendered that are performed satisfactorily, and for all other approved allowable and eligible costs. Final invoice should be submitted by the 5<sup>th</sup> of the month following the Contract termination date.

All expenses shall be detailed on invoices submitted by the consultant to CWCOG. Invoices shall be organized by contract task and detailed by type of service provided, name and job title of provider, hours per provider for each task, and provider's hourly rate. Subtotals shall be presented for each provider by task and by each task as a whole. The invoice shall state the total being requested for reimbursement and the balance remaining on the contract should be shown. Reimbursable expenses shall be itemized and supported with copies of all invoices and receipts for all non-travel and travel reimbursable expenses.

An original invoice, with supporting documentation, must be received by the fifth (5<sup>th</sup>) of the month to be paid by the last working day of the month. Invoices must be addressed as outlined in the approved contract.

A project report organized by task shall outline the work accomplished during the billing period and accompany each project payment request.

- E. **Performance of Work:** It is the intent of the CWCOG to have the selected consulting firm begin work on or around January 15, 2024, dependent on contract negotiations. Consulting services shall be procured and performed in accordance with all federal statutes and regulations including those included from 2 CFR 200.317 to 200.326 and other federal statutes noted in this RFQ.

## VII. APPENDICES

### Appendix 1: Evaluation Criteria

Submissions will be reviewed and assessed by a Selection Committee as described in this RFQ. In assessing the submissions, the Selection Committee will evaluate the following criteria based on the narrative and previous project work summaries provided:

Evaluation Criteria	
Criteria	Maximum Points
1. Demonstrated understanding of the goals of the project, the region, the scope of work, and deliverables.	20 Points
2. Knowledge and understanding of road safety planning and the Safe Systems Approach.	20 Points
3. Firm's experience and success in performing similar kinds of work, documented by references. Project team's professional qualifications and experience, commitment to teamwork, and client services.	20 Points
4. Experience and success performing and managing data collection, data analysis, public engagement, equity and inclusion strategies and work documentation.	20 Points
5. Description of project approach and work tasks.	20 Points
<b>Total Points Available:</b>	<b>100 Points</b>

**Superior Qualifications (90-100 Points):** A Superior response will be a highly comprehensive, excellent reply that meets all the requirements of the areas within the specific criteria for this topic area. In addition, the response covers areas not originally addressed within the evaluation criteria and includes additional information and recommendations that would prove both valuable and beneficial to the CWCOG. The response demonstrates the Consultant's authoritative knowledge and understanding of the project.

**Good Qualifications (80-89 Points):** A good response will provide useful information while showing experience and knowledge within the evaluation criteria for this topic area. The response is well thought out and addresses all requirements set forth in the RFQ. The consultant provides insight into its expertise, knowledge and understanding of the subject matter outlined in the criteria.

**Fair Qualifications (70-79 Points):** A fair response meets all the requirements of the RFQ and has demonstrated in a clear and concise manner a thorough knowledge and understanding of the subject matter outlined in the criteria for this topic area. The response demonstrates an above-average performance with minimal deficiencies noted.

**Poor Qualifications (60-69 Points):** A poor response minimally meets most requirements of the RFQ for this topic area. The consultant has demonstrated limited knowledge of the subject matter only as outlined in the criteria.

**Inadequate Qualifications (0-59 Points):** An inadequate response does not meet the requirements of the RFQ for this topic area. The consultant has not demonstrated knowledge of the subject matter outlined in the RFQ and its response is considered inadequate.

## Appendix 2: RFQ and Project Schedule

Task	Date	Time
RFQ Issued	October 9, 2023	
Deadline for Consultant Questions	October 20, 2023	12:00 p.m.
Post of RFQ Addendum at <a href="http://www.cwcog.org">www.cwcog.org</a> (if necessary)	October 25, 2023	12:00 p.m.
Request for Qualifications Deadline	November 9, 2023	4:00 p.m.
Notification of Interview Status	November 14, 2023	4:00 p.m.
Consultant Interviews	December 4, 5, or 6, 2023	
Anticipated Notice of Intent to Award	By December 13, 2023	4:00 p.m.
Anticipated End of Protest Period	December 20, 2023	4:00 p.m.
Intent for Work to Begin	January 15, 2024	
Submit Final Invoice	Within 10 Days of Final Plan Delivery to CWCOG Staff, but in no case later than December 31, 2024	

Note: This timeline is for the consultant's planning and information. Project constraints or other variables may cause these dates to change. All times are Pacific Time.

- End of Document -