

REQUEST FOR PROPOSALS  
2025 BLUEPRINT ENVIRONMENTAL IMPACT REPORT



SACRAMENTO AREA COUNCIL OF GOVERNMENTS  
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[www.SACOG.org](http://www.SACOG.org)

RELEASE DATE: TBD  
DEADLINE FOR QUESTIONS: TBD  
RESPONSE DEADLINE: TBD

RESPONSES MUST BE SUBMITTED ELECTRONICALLY TO:  
OpenGov Procurement Portal (Link TBD)

Sacramento Area Council of Governments

REQUEST FOR PROPOSALS

2025 Blueprint Environmental Impact Report

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- I - Standard Agmt Budget Form - Tasked Based
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# I. Introduction

## I.A Summary

### I. Purpose and Need

In accordance with environmental compliance procedures under federal metropolitan planning law and regulations, the California Environmental Quality Act (CEQA) statutes and guidelines, and other relevant federal and state environmental laws and regulations; the Sacramento Area Council of Governments (SACOG) is soliciting proposals from qualified firms for professional services to prepare a Program Environmental Impact Report (PEIR) for the 2025 Metropolitan Transportation Plan (MTP)/Sustainable Communities Strategy (SCS) (MTP/SCS), better known as the “2025 Blueprint.”

### II. SACOG Overview

SACOG is designated by the federal government as the Metropolitan Planning Organization (MPO) for El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba Counties. In partnership with its 28 member cities and counties, SACOG addresses complex challenges impacting the region, particularly related to transportation, housing, and land use, air quality, and climate change. SACOG, designated by the Federal government as the MPO, oversees the regional transportation plan for the Sacramento region. SACOG must complete regular updates to the MTP/SCS at least every four years in coordination with local government agencies including all six counties, 22 cities, transit operators, the local Caltrans District (District 3), and others. As designated by the State of California, Placer and El Dorado counties serve as Regional Transportation Planning Agencies (RTPAs) for those counties, and are responsible for their state-level transportation plans. SACOG, functioning as the RTPA for Sacramento, Sutter, Yolo, and Yuba counties, collaborates with Placer County Transportation Planning Agency (PCTPA) and El Dorado County Transportation Commission (EDCTC) to maintain consistency across county plans and the broader regional framework. To learn more about SACOG, please visit: <https://www.sacog.org/home>

## I.B Background

### III. Overview of the Metropolitan Transportation Plan/Sustainable Communities Strategies

Federal and State legislation mandate long range transportation planning be done every four years and cover a period of at least 20 years into the future. For the 2025 Blueprint, SACOG received legislative authorization through Assembly Bill (AB) 350 (Aguiar-Curry) to extend the (MTP/SCS) schedule, which moved the plan adoption date from Spring 2024 to Fall 2025. This legislation allows the current SCS to remain in compliance with state law while SACOG works on the update anticipated for adoption in November or December of 2025. The legislation was approved by the Governor on October 10, 2023. This legislation went into effect on January 1, 2024.

As work moves forward on this major update of the MTP/SCS, SACOG is still required to maintain a federally compliant Metropolitan Transportation Plan. To ensure consistency with federal requirements, SACOG adopted the 2023 Federal MTP plan on November 2023 (four years after the adoption of the 2020 MTP/SCS). This plan largely carried forward the projects, programs, and policies included in the 2020 MTP/SCS.

## Metropolitan Transportation Plan

Development of the MTP, sometime referred to as a Regional Transportation Plan (RTP) is mandated by Federal and State law and is one of SACOG’s primary responsibilities. The MTP is used to guide the development of the Federal Transportation Improvement Programs (FTIP) as well as other transportation programming documents and plans. The MTP outlines the region's goals and policies for meeting current and future mobility needs, providing a foundation for transportation decisions by local, regional, state and federal officials that are ultimately aimed at achieving a coordinated and balanced transportation system. The MTP projects future growth of population, households, and employment; identifies the region's transportation issues and needs; sets forth actions, policies, programs, and a plan of projects to address the needs consistent with adopted policies and goals; and documents the financial resources needed to implement the plan.

Per federal planning requirements, the MTP must address no less than a 20-year planning horizon and include long-range and short-range strategies and actions that support the development of an integrated multimodal transportation system. The MTP must include a fiscally constrained financial plan that demonstrates how the MTP can be implemented, and how the transportation system can be operated and maintained, using revenues reasonably expected to be available over the planning horizon. The MTP also has many additional requirements including, but not limited to, public participation and compliance with the federal Clean Air Act.

## Sustainable Communities Strategies

In accordance with the Sustainable Communities and Climate Protection Act of 2008, or Senate Bill (SB) 375 (Steinberg), the MTP is required to include an SCS which details strategies to reduce greenhouse gas (GHG) emissions from automobiles and light-duty trucks. As one of the State’s 18 MPOs, SACOG must prepare an SCS that demonstrates the region’s ability to attain GHG emission-reduction targets set by CARB through integrated land use and transportation planning. Additionally, if the combination of measures in the SCS would not meet the regional GHG emission reduction target, the MPO must prepare a separate Alternative Planning Strategy (APS) to demonstrate that if implemented, the GHG target would be met. The APS is a separate document from the MTP but may be adopted concurrently with the MTP.

SACOG’s 2025 Blueprint will be a long-range plan that balances future mobility, accessibility, and housing needs with the Board adopted [Triple Bottom Line Policy Framework](#) for the plan, of equity, economy, and environment. The 2025 Blueprint will represent a collective vision for the region’s future and will be developed with input from the general public, local government agencies including all six counties, the 22 cities within, transit operators, the local Caltrans District, and others. The previously adopted 2020 MTP/SCS had a horizon year of 2040. As such, the proposed 2025 Blueprint will have a horizon year of 2050.

## IV. Environmental Impact Report

The 2025 MTP/SCS PEIR (hereafter referred to as the “2025 PEIR”) will be prepared in accordance with the California Environmental Quality Act (CEQA).

The 2025 PEIR will be a new standalone EIR for the 2025 MTP/SCS. The 2025 PEIR will be a program-level document that will analyze the cumulative effects of proposed actions, as well as transportation improvements and land use development discussed in the 2025 MTP/SCS. Additionally, the 2025 PEIR will identify strategies to avoid or mitigate those environmental impacts, where feasible. It will also provide the basis for further project-level CEQA (and possibly NEPA) compliance for the implementation of future projects. In accordance with Appendix G of the State CEQA Guidelines, the 2025 PEIR will analyze all (but not limited to) the following environmental factors:

Aesthetics	Mineral Resources
Agriculture and Forestry Resources	Noise
Air Quality	Population/Housing
Biological Resources	Public Services
Cultural Resources	Recreation
Energy	Transportation
Geology/Soils	Tribal Cultural Resources
Greenhouse Gas Emissions	Utilities/Service Systems
Hazards and Hazardous Materials	Wildfire
Hydrology/Water Quality	Mandatory Findings of Significance
Land Use/Planning	

### I.C Contact Information

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### I.D Timeline

<b>Release Project Date</b>	TBD
<b>Question Submission Deadline</b>	
<b>Question Response Deadline</b>	
<b>Proposal Submission Deadline</b>	

## II. SCOPE OF WORK

### CONSULTANT QUALIFICATIONS

Consultants who wish to propose on this project must have, and demonstrate in their proposals, the following qualifications:

#### **Extensive Relevant Experience and Strong Knowledge of CEQA, Regional Planning, and Previous MTP/SCS or RTP/SCS PEIRs**

The Consultant must have extensive experience preparing large-scale PEIRs, preferably within the SACOG region, and in-depth knowledge of the region and CEQA issue areas and requirements. The Consultant must also have a strong understanding of regional planning principles, especially as it pertains to regional transportation and land use planning. Further, the Consultant must review and understand SACOG's previously prepared 2020 MTP/SCS and PEIR and should be familiar with the regional planning topics evaluated within the 2025 MTP/SCS. These topics include, but are not limited to, the following:

- Active Transportation
- Congestion Management
- Demographics and Growth Forecast
- Economic and Job Creation Analysis
- Emerging Technology
- Environmental Justice
- Goods Movement
- Housing and Land Use
- Highways and Arterials
- Natural & Agricultural Lands Conservation
- Performance Measures
- Public Health
- Transit
- Transportation Air Quality Conformity
- Transportation Finance
- Transportation Safety

To learn more about the 2020MTP/SCS and PEIR, please visit:

<https://www.sacog.org/planning/blueprint/2020-mtp-scs>.

If the MTP/SCS is not able to achieve the region's greenhouse gas target, SACOG must develop and adopt an APS that demonstrates how the targets could be achieved. The Consultant must possess a thorough understanding of the APS process in the event that an APS is needed to be prepared for the 2025 MTP/SCS cycle. Although an APS is not subject to evaluation under CEQA, it is imperative that the Consultant and/or subconsultant be ready to make clear the APS process both within the PEIR and to the general public. Under the

CEQA streamlining provisions of SB 375, the PEIR provides certain exemptions or streamlining options for specific projects that are consistent with the general use designation, density, building intensity, and applicable policies specified for the project area in either a sustainable communities strategy or an alternative planning strategy” (PRC Section 21155(a) and 21159.28). The Consultant should be prepared to ensure the PEIR maintains the utility of these provisions through either an SCS or APS. The following section provides a greater description of the CEQA Tiering Expertise SACOG is seeking in the qualified Consultant.

## **2. CEQA Tiering Expertise**

The 2025 PEIR shall be developed such that it could be used as a first-tier document that could be tiered from to facilitate CEQA streamlining for the subsequent environmental documents for related projects or activities. The Consultant must have a strong understanding of CEQA tiering options to ensure the incorporation of provisions to facilitate tiering in the 2025 PEIR.

As a first-tier document, this 2025 PEIR for the MTP/SCS will consider broad policy alternatives and program-wide mitigation measures early in the process, enabling enhanced flexibility to address the many factors which will apply to the MTP/SCS (e.g., regional influences, secondary effects such as growth-inducing impacts, and cumulative impacts such as the greenhouse gas, transportation, air quality and noise impacts). To effectively facilitate tiering, the PEIR must include enough site-specific information and analysis to allow the lead agency (e.g., transportation agency or city/county government) of a future transportation or development project to conclude that the EIR for the 2025 MTP/SCS addressed enough details and provided adequate analyses to allow the lead agency to make informed, site-specific decisions within the program.

CEQA streamlining provisions are made available through several California state laws including, but not limited to, the following:

- SB 375 (Steinberg 2008);
- SB 226 (Infill Streamlining) (Simitian 2011);
- SB 743 (Steinberg 2013);
- SB 35 (Wiener 2017); and AB 417 (CEQA exemption for Bicycle Transportation Plan) (Frazier)

While not all streamlining provisions listed above are directly applicable to the 2025 PEIR, the Consultant, at a minimum, must explore these provisions and assist SACOG staff in guiding and explaining the CEQA streamlining process to local jurisdictions and other stakeholders within the SACOG region who may be interested in using the 2025 PEIR for CEQA tiering.

## **3. Expertise in State and Federal Legislation related to the 2025 MTP/SCS**

The objective of the 2025 PEIR is to develop a legally defensible, comprehensive PEIR for SACOG’s 2025 MTP/SCS. This will require in-depth knowledge of CEQA case law and expert practitioner guidance. The Consultant will demonstrate knowledge of case law, and more

generally, the larger CEQA regulatory landscape. The Consultant will demonstrate their understanding of CEQA cases, especially those pertaining to the PEIR and MTP/SCS analyses in areas such as GHG emissions methodology, noise analysis methodology, transportation analysis, and mitigation measures.

#### **4. Strong Project Management Skills and Staff Capacity**

The selected Consultant must demonstrate expert project management skills and have the requisite knowledge, expertise, technical skills, and staff capacity to provide high-quality work under aggressive deadlines. It is expected that the 2025 MTP/SCS and PEIR will be developed in parallel; therefore, it will require appropriate timing, flexibility, and excellent project management skills on the part of the Consultant team.

At a minimum, the Consultant will have project management skills and capacity to ensure successful completion of the 2025 PEIR, including but are not limited to:

- Project team with a single, clearly defined, and dedicated CEQA project manager;
- Project manager must have demonstrated experience preparing PEIRs, at least one or more in the past four years, on land use and/or transportation plans similar to the services requested by SACOG;
- Each EIR section writer must have recent experience within the last four years working on regional plans including transportation, housing, economic, and/or environmental strategies, with specific experience relating to the tasks on which they are proposed to work.
- Ability to coordinate and communicate effectively and proactively;
- Efficient cost and time management;
- Ability to prioritize and shift workload as needed; and
- Ability to meet aggressive deadlines on time and within budget.

In addition to working with SACOG's PEIR staff, the Consultant will be required to work closely with other staff members throughout the agency who are responsible for preparing the 2025 MTP/SCS. They include members from SACOG's Planning and Programming Team, Government and Public Affairs Team, Transportation Team, Data and Analysis Team, and Legal Services (outside legal counsel), and other outside consultants, as applicable. It is required that the Consultant includes sufficient time for internal circulation, review, comment, and revision by SACOG's PEIR team and, when required, staff from other departments for the Draft 2025 PEIR and Final 2025 PEIR.

## **PRELIMINARY SCOPE OF WORK**

The following tasks and deliverables provide details of the scope of work/scope of services that will be required under the contract with the selected Consultant. Respondents to this RFP should build on this general description by proposing a scope of work with additional CEQA topics or issue areas, specific subtasks and methodologies, and related deliverables, schedule, and cost as deemed appropriate. The Consultant shall provide all the staff titles/positions and allocated hours for each individual task. Some tasks may require additional information from respondents as stated under the description of each task.

Respondents should detail any anticipated assistance, including data and modeling support, reasonably required from SACOG staff and list any assumptions for completing the proposed scope of services.

The Consultant will be responsible for completing all requirements of each task. However, SACOG considers the following proposed tasks to be the minimum required consultant services for this project.

- Project Management, Meetings, and Consultation;
- Notice of Preparation for the Draft PEIR ;
- Preparation of the Draft PEIR (and applicable technical studies);
- Preparation of the Final PEIR (including responses to all comments received on the Draft PEIR);
- Preparation of CEQA Findings of Fact and Statement of Overriding Considerations (FOF/SOC) and Mitigation Monitoring and Reporting Program (MMRP); and
- Compilation and retaining of CEQA administrative record as part of the overall project management.

The Consultant shall ensure that all aspects of the Environmental Impact Report (EIR) preparation and dissemination, including but not limited to digital documents, websites, and public presentations, comply with the accessibility standards set forth in Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794d) to ensure equal access for individuals with disabilities.

## **I. Task 1: Project Management and Initiation**

### Task 1.1 – Project Management

The Consultant shall allocate sufficient time, resources, and staff to effectively manage the preparation of the 2025 PEIR, adhering to aggressive deadlines, and maintaining the administrative record. A dedicated project manager will lead the project team, and if the Consultant engages a subconsultant(s), their role(s) will be explicitly defined, along with a designated primary point of contact and communication protocol. The Consultant's project manager for the PEIR will act as the primary point of contact between SACOG staff and the Consultant team. It is the Consultant's responsibility to meet internal project deadlines, ensuring the timely achievement of key milestones throughout the project's duration.

The Consultant team will budget and be available for in-person meetings at the SACOG offices, or via teleconferences and videoconferences, as needed. The Consultant must also be responsive to SACOG staff needs and requests and be available for email responses or brief telephone consultations on an as-needed basis. At a minimum, the Consultant will be required to participate in regular monthly virtual meetings, with the frequency of the calls likely to increase as the project progresses and major deliverables become more imminent. As previously noted, the 2025 MTP/SCS and PEIR will be developed in parallel; therefore, appropriate adaptability, flexibility, and adept project management skills on the part of the Consultant team are essential to meet SACOG's deadlines.

### Deliverables

- Complete organizational chart from the consultant team
- A minimum of twelve (12), one (1) hour monthly teleconference calls
- A minimum of twenty four (24), half (1/2) hour additional meetings or teleconference calls (as needed)

### Task 1.2 – Project Initiation

Within two (2) weeks of the authorization of the Notice to Proceed, the project manager and appropriate staff from the Consultant team will participate in a kickoff meeting with SACOG. The meeting will be led by SACOG with the intent of establishing clear direction, communication, refinements to the schedule and finalizing the project scope.

Although led by SACOG, the Consultant will be responsible for presenting their project approach as it pertains to scope and schedule and a comprehensive proposal for flow of data and analysis between SACOG and the Consultant. This proposal will include clearly defined responsibilities for data collection, mapping, and analysis. SACOG and the Consultant will discuss a detailed flow of data and analysis between the project team, technical and GIS staff at SACOG, and Consultant; this includes responsibilities for data collection and manipulation, modeling, mapping, and analysis, based upon initial SACOG direction. The project schedule will have a detailed list of major milestones which shall include adequate time for SACOG staff review (and Legal).

During this meeting, the Consultant will identify and address any specific areas of concern to be considered when preparing the 2025 PEIR and propose effective approaches to address them. This includes potential uncertainties regarding pending legislation, changes to the State CEQA Guidelines or other regulatory or statutory issues.

The kickoff meeting agenda and presentation materials will be the responsibility of the Consultant and submitted for SACOG's review and comment no less than 5 business days in advance of the meeting to allow for sufficient time to finalize the materials in advance of the meeting. While SACOG's project manager will lead the kickoff meeting, it is expected that the Consultant project manager present and facilitate the discussion of the following items, with the participation of the Consultant project team's task/discipline leads:

- A. Project purpose
- B. Preliminary project goals and objectives
- C. Consultant project team and organization chart
- D. Overview of Consultant's proposed approach
  - i. Strategies for execution of the work
  - ii. Opportunities and constraints
- E. Overall project schedule
  - i. Major activities, deliverables, and milestones
  - ii. Critical path elements and dependencies
  - iii. Proposed and actual start/end dates and duration
- F. Data needs, availability, and resources
- G. Budget breakdown

- H. Project coordination
- I. Communication protocols
- J. Deliverables
  - i. Material distribution (internal and external) and format
  - ii. Reproduction
  - iii. Quality
- K. Project reporting
  - i. Invoicing
  - ii. Updated schedules
  - iii. Review Process

The kickoff meeting will be essential in establishing and assuring the alignment and communication of the project's shared vision, confirming responsibilities, and defining the project scope. The Consultant will submit meeting minutes to SACOG's project manager within 5 business days of completion of the kickoff meeting. Subsequent to the kickoff, one comprehensive Data Needs List will be prepared by the Consultant and submitted to SACOG within 10 business days of completion of the kickoff meeting, detailing data requirements for technical reports and Draft PEIR sections.

Deliverables

- One (1) Draft and one (1) Final copy of the Kickoff Meeting Agenda
- One (1) Draft and one (1) Final copy of the Kickoff Meeting Presentation and Handouts
- One (1) Draft and one (1) Final copy of the Project Schedule
- One (1) copy of the Kickoff Meeting Minutes
- One (1) copy of the Action Item List
- One (1) copy of the Data Request List

**II. Task 2 - Notice of Preparation, Scoping Meetings, and PEIR Development Guidance**

Task 2.1 Notice of Preparation

The Consultant will be the lead the drafting of the Notice of Preparation (NOP). SACOG expects two rounds of review for the NOP. The Consultant team will also assist SACOG's PEIR staff in editing and formatting the NOP and providing technical assistance including: providing guidance on probable environmental impacts, potential alternatives, mitigation measures, and final formatting of the NOP.

The Consultant will be responsible for mailing out the NOP (in USB format) to SACOG's stakeholders, libraries, and interested parties. SACOG will provide the mailing list for the Consultant to prepare, as needed, and print. Please note that the Consultant will be responsible for filing the NOP and the associated filing fees to the County Clerks and OPR.

Deliverables

- One (1) Draft IS/NOP, including maps
- One (1) Screencheck IS/NOP, including maps

- One (1) Final IS/NOP, including maps
- Mail out of over one hundred and fifty (150) copies of the IS/NOP (in USB format)
- Mail out of over one hundred and fifty (150) copies of the IS/NOP (in USB format)
- Filing of NOP to the County Clerks and Governor's Office of Planning and Research

#### Task 2.2 Scoping Meetings

Following the release of the NOP for public review and comments, the Consultant will help coordinate and should be prepared to present, at a minimum, two (2) public scoping meetings. The Consultant will be responsible for preparing, printing, and providing sign-in sheets and any other materials necessary for in-person meetings, if needed. The Consultant will also assist SACOG staff in the preparation of presentation materials and prepare to provide a memorandum summarizing each meeting. The Consultant will coordinate with SACOG's Government and Public Affairs staff to confirm relevant public participation guidelines and associated branding.

Once public comments on the NOP are received, the Consultant will be responsible for compiling, reviewing, assessing, addressing, and incorporating comments. The Consultant will provide a matrix of all NOP related comments to be included in the Draft PEIR.

#### Deliverables

- Participation in two (2) Scoping Meetings
- One (1) Draft and One (1) Final copy of Presentation and other necessary materials for two (2) Scoping meetings
- One (1) copy of a matrix with scoping meeting comments

#### Task 2.3 PEIR Development Guidance

During the NOP process, the Consultant will develop and provide a memorandum to SACOG with recommendations on how the Draft PEIR will be prepared. Potential preparation recommendations could consider the following:

- PEIR format and organization
- Environmental and regulatory setting and baseline conditions for the project
- Significance thresholds for resource area analysis
- Guidance on development of PEIR alternatives
- Methodology for analyzing alternatives and review of alternatives used by other MPOs
- Methodology for analyzing cumulative impacts
- Methodology for analyzing growth-inducing impacts, especially those from long-term development patterns supported by alternative policies and transportation investments
- Review how other MPOs incorporate CEQA streamlining provisions into their PEIRs and recommendations on how to utilize and incorporate CEQA streamlining provisions in the 2025 PEIR to facilitate tiering.
- Recommended approaches to mitigating project environmental impacts

- Additional recommendations on subject matter which may require further evaluation

Deliverables

- Participation in at least four (4) meetings regarding Plan scenarios for PEIR alternative purposes
- One (1) Draft and One (1) Final copy of the Memorandum of Recommendations for the Draft PEIR

### **III. Task 3 - Native American Consultation**

Pursuant to the State CEQA Guidelines and AB 52, if a project results in impacts that may result in a substantial adverse impact to tribal cultural resources, SACOG, as the lead agency is required to begin consultation with California Native American tribes that are traditionally and culturally affiliated with the geographic area of the project. The Consultant will guide, advise, and assist SACOG in complying with consultation requirements, pursuant to AB 52. Additionally, the Consultant and/or subconsultant will assist SACOG in leading two (2) Native American Consultation Hearings.

Deliverables

- Assist in the preparation and participation of two (2) Native American Consultation Hearings

### **IV. Task 4 - Draft Program Environmental Impact Report for the 2025 PEIR**

Task 4.2: Draft PEIR

The Consultant will assist SACOG in the preparation of the Draft PEIR. The Draft PEIR must include the required components required by the State CEQA Guidelines Sections 15120-15132 and 15126.2. The PEIR at a minimum will include the following components:

- Executive Summary
- Introduction
- Project Description
- Environmental Setting and Existing Conditions
- Discussion on CEQA Streamlining and/or Tiering (SB 375, SB 743, SB 226)
- Environmental Impact Analysis
  - Regulatory Framework
  - Project Specific Impacts
  - Cumulative Impacts
  - Growth Inducing Impacts
  - SACOG specific mitigation measures
  - Project specific performance-based mitigation measures
- Alternatives Analysis
  - No Project Alternative

- Two additional proposed alternatives developed by SACOG and the Consultant, in consideration of all alternatives identified through the scoping phase

The Consultant will conduct the environmental assessment of the proposed project and alternatives to the proposed project for environmental issue areas identified for this EIR.

This task includes, but is not limited to:

- Conducting all necessary technical studies and analyses;
- Conducting all analyses for the Draft PEIR, including but not limited to the following:
  - Conducting impact assessment of the proposed project and alternatives for specified environmental issue areas;
  - Identifying level of significance for environmental impacts;
  - Conducting cumulative impact and growth-inducing impact evaluations;
  - Identifying mitigation measures for all significant impacts (including assigning appropriate entity/lead agency responsible for carrying out the mitigations);
- Coordinating with the SACOG EIR Project Manager and agency GIS and modeling team to:
  - Confirm SACOG's data inventory according to environmental rules and best practices, verify that these are the data sets to be looked at and analyzed, and recommend alternatives as appropriate;
  - Integrate and review for reasonableness and completeness agency-developed:
    - Supporting graphics and GIS-based maps;
    - Data tables;
    - Inventory of all appropriate land use, transportation and air quality data sets including data sources, gaps, limitations, definitions, etc., as defined by SB 375 statute;
- Preparing all necessary appendices; and
- Coordinating with agency staff to understand and gain access to studies and tasks required under the settlement agreements.

SACOG will be responsible for the following which will be integrated/utilized by Consultant in the PEIR as appropriate:

- Consultation with California Native American tribes pursuant to the State CEQA Guidelines and AB 52;
- Travel demand modeling for the project and all alternatives;
- Land use modeling including development of localized land use forecasts for population, jobs, and households for the project and all alternatives;
- GIS mapping and graphics;
- Estimation of greenhouse gas emissions from the transportation sector for the project and all alternatives;

- Air quality emissions from the transportation sector for the project and all alternatives;
- Toxic air contaminants from the transportation sector for the project and all alternatives;
- Transportation investments mapped for the project and all alternatives; and
- Other outputs as developed by SACOG staff.

For the items above, the Consultant will review all output for accuracy and completeness, coordinate with SACOG technical staff regarding results, and ensure CEQA compliance and document consistency.

SACOG GIS staff will collect and assemble proposed transportation projects and land use characteristics in GIS and prepare preliminary final graphics and maps for the PEIR, unless otherwise directed. In the event that the Consultant was requested by the SACOG PEIR Project Manager to develop and provide maps, the Consultant will coordinate with SACOG GIS staff when designing and creating maps that will become report graphics in the PEIR document. This coordination activity among agency staff and the Consultant is intended to sort through and identify the appropriate software, map layers, formats, file transfers, and other technical mapping and graphics details. The Consultant will provide SACOG all finished maps in hard-copy and electronic format, along with supporting map layers, so that SACOG can print and modify the maps, if necessary. GIS staff request that all created maps be sent as a map package (.mpk), preferably compatible to ARCGIS.

Upon completion of the Draft PEIR, the Consultant will prepare the Notice of Availability (NOA) and Notice of Completion (NOC). The Consultant will be responsible for mailing out the NOA and DEIR (in USB format) to SACOG's stakeholders, libraries, and interested parties. Please note that the Consultant will be responsible for filing the NOA, the NOC, and associated filing fees to the County Clerks and OPR.

*Deliverables:*

- One (1) electronic Draft copy of the 1<sup>st</sup> Administrative Draft 2025 PEIR
- One (1) electronic Draft copy of the 2<sup>nd</sup> Administrative Draft 2025 PEIR
- One (1) electronic copy of the Screencheck Draft 2025 PEIR
- Fifteen (15) hard copies of the 'Final' Draft 2025 PEIR and one (1) electronic copy of the 'Final' Draft 2025 PEIR (with Appendices)
- Mail out of over one hundred and fifty (150) copies of the 'Final Draft 2025 PEIR in USB format (with Appendices)
- One (1) Draft Notice of Availability and One (1) Final Notice of Availability
- One (1) Draft Notice of Completion and One (1) Final Notice of Completion

Task 4.3: Public Review of the Draft PEIR

The Consultant will assist SACOG in releasing the Draft 2025 MTP/SCS PEIR for a minimum 55-day public review period. During this time the Consultant will work with SACOG in collecting comments from the public and preparing strategies to complete the Final 2025 MTP/SCS PEIR.

The Consultant will be prepared to present at potentially two (2) public workshops for the Draft PEIR. The Consultant will present and assist in answering any technical questions regarding the Draft PEIR and will be prepared to revise the Draft PEIR based on comments received. The Consultant will be prepared to present in the public meeting with SACOG's Board, where the Draft PEIR will be adopted and certified. The Consultant will be prepared to address comments and questions received from the Board. Additionally, the Consultant will assist SACOG staff in the preparation of presentation materials. Finally, the Consultant will compile and bracket comment letters.

Deliverables

- Presentation and coordination of two (2) Public Workshops for the Draft 2025 PEIR
- Presentation at one (1) Board meeting
- One (1) Draft and One (1) Final copy of presentation materials for all meetings
- One (1) matrix with all public comments
- One (1) copy of compiled bracketed comment letters

**V. Task 5 - Final Program Environmental Impact Report for the 2025 MTP/SCS**

Task 5.1 Final PEIR

After the 60-day public review of the Draft PEIR has been closed, the Consultant will prepare the Final PEIR, which will include, but is not limited to, the following:

- Introduction that describes the content of the documents and the environmental review process completed for the EIR
- Compiled and bracketed collection of comments
- Written responses to comments
- Revisions, corrections, and additions since the publication of the Draft PEIR
- Revised technical appendices since the publication of the Draft PEIR
- Finding of Facts and Statement of Overriding Considerations
- Mitigation Monitoring and Reporting Program (MMRP)

During the public comment period, the Consultant must begin preparation of the MMRP and Findings of Fact. At the end of the comment period, the Consultant will be required to address all comments received from the public review period in consultation with the SACOG Project Manager and designated SACOG staff and will be required to draft all requested revisions and clarifications for the Final PEIR.

The Consultant will also prepare the Notice of Determination (NOD). Please note that the Consultant will be responsible for filing the NOD and appropriate filing fees to the County Clerk offices within the SACOG region and OPR. The Consultant will be responsible for mailing out copies of the FEIR (in USB format) to SACOG's commenters and interested parties.

Deliverables

- One (1) electronic Draft copy of the 1<sup>st</sup> Administrative Final 2025 PEIR

- One (1) electronic Draft copy of the 2<sup>nd</sup> Administrative Final 2025 PEIR
- One (1) electronic copy of the Screencheck Final 2025 PEIR
- One (1) electronic Draft and Final copy of the Finding of Facts and Statement of Overriding Considerations
- One (1) electronic Draft and Final copy of the Mitigation Monitoring and Reporting Program (MMRP)
- Fifteen (15) hard copies of the ‘Final’ Final 2025 MTP/SCS PEIR and one (1) electronic copy of the ‘Final’ Final 2025 MTP/SCS PEIR (with Appendices)
- Mailout of one hundred fifty (150) copies of the ‘Final’ Final 2025 MTP/SCS PEIR in USB format (with Appendices)
- One (1) Draft Notice of Determination and One (1) Final Notice of Determination

Task 5.2 Public Review for the Final PEIR

The Consultant will be prepared to participate in up to two (2) public meetings for the Final EIR. The Consultant will assist in answering any technical questions regarding the Final PEIR and will be prepared to revise the Final PEIR based on comments heard. The Consultant will be prepared to present in the public meeting with SAOG’s Board, where the Final PEIR will be adopted and certified. The Consultant will be prepared to address comments and questions heard from the Board. Additionally, the Consultant will prepare all presentation materials with assistance from SACOG.

Deliverables

- Present in two (2) Public Meetings for the Final 2025 PEIR
- One (1) Draft and One (1) Final copy of Presentation materials for one (1) Public Hearing

**SCHEDULE**

The Consultant will propose a **detailed** draft project timeline that demonstrates the ability to meet the major milestones and deliverables as specified in the Table below, and in the Project Tasks and Deliverables section of this Scope of Work. The proposed schedule must show the ability to meet project milestones necessary to achieving a legally defensible final product and allow for adequate time for internal staff document review, discussions with PEIR staff, MTP/SCS staff from SACOG’s various departments, and legal services staff, coordination with MTP/SCS staff, SACOG approvals, and other factors, such as the holiday season that will affect the timing of meetings and deliverables. The project timeline as set forth in the Table below, including the required time for SACOG review, as indicated above, must be adhered to.

<b>TASK</b>	<b>DATE</b>
Release Notice of Preparation for a 30-day public review	July 2024
Scoping Meetings	September – October 2024
1st and 2nd Administrative Draft PEIR	March 2025
Screen Check Draft PEIR	April 2025
Finalized Draft PEIR Board approval the release of the Draft PEIR	May 2025

Administrative Final PEIR and Mitigation Monitoring and Reporting Program (MMRP)	August 2025
Screen Check Final PEIR and MMRP	September 2025
Proposed Final PEIR, technical appendices, and MMRP	October 2025
Final PEIR and MMRP for adoption and certification by SACOG Board	November 2025

### III. Vendor Questionnaire

#### III.A RFP Document Checklist

This optional checklist is available to assist in preparing your submission.

- [Federal RFP Checklist.xlsx](#)

#### III.B SACOG Standard Agreement Terms & Conditions\*

By submitting this proposal, I certify I have reviewed and accept SACOG’s Standard Agreement with or without qualifications. Any exception to Terms and Conditions have been included in this proposal for consideration.

See attachments for a sample SACOG Standard Agreement.

Please confirm

\*Response required

#### III.C Electronic Document Reference Listing & Table of Contents\*

Proposals should include an itemized list of all documents being provided to SACOG through the time of contract award.

#### Required Upload for this Section:

- Table of Contents/Document List

\*Response required

#### III.D Transmittal Letter\*

The transmittal letter must include:

A. Name, title, address, phone number, email address, and original signature of an individual with authority to negotiate on behalf of and to contractually bind the consultant or consulting firm

B. Name, title, address, phone number, email address for the individual to be contacted during the period of proposal evaluation.

Only one transmittal letter need be prepared.

#### Required Upload for this Section:

- Transmittal Letter

\*Response required

### **III.E Proposal Approach\***

#### **Project Understanding**

Proposer must demonstrate an adequate understanding of the project and the role and relationships of SACOG.

#### **Technical Approach**

The proposer must provide:

- A. A summary of the proposed approach
- B. An explanation of the consultant's intended role as related to the role of SACOG
- C. A thorough explanation of the consultant's proposed course of action. References should be made to RFP requirements and the consultant's plans for meeting those requirements. If the consultant proposes major changes to the RFP approach, those changes should be specified clearly. The consultant should specify its technical approach, especially data elements to be sampled, staff to be interviewed, and documents to be reviewed, etc.
- D. An itemized description of the proposed project schedule (including visits, draft and final deliverables) and the deliverables to be produced.

#### **Project Management**

The proposer must prepare an explanation of the project management system and practices to be used to assure that the project is completed within the scheduled time frame and that the quality of the required deliverables will meet SACOG's requirements.

#### ***Required Upload for this Section:***

- *Narrative describing Project Understanding, Technical Approach, and Project Management.*

\*Response required

### **III.F Consultant Qualifications, References, and Staffing\***

#### **Qualifications and References**

A statement of qualifications must describe the nature and outcome of projects previously conducted by the consultant's key personnel related to the work described within the RFP. Qualifications/References should include client contact names, address, phone numbers, descriptions of the type of work performed, approximate dates on which the work was completed, and names and job classifications of consultant's professional staff who performed the work. Up to two samples of the consultant's work on closely related projects may be included with the proposal, if available.

If a subcontractor is proposed, qualifications and two to three references should be provided for each subcontractor.

## Staffing Resources

The proposal must include the names, job classifications, and qualifications and experience of each professional who will participate in the project, including a resume for each member of the project team. This must include an Organizational Chart identifying the Project Manager and including all proposed project staff.

## Level of Effort Matrix

A Level of Effort Matrix must be included indicating either the percentage of the total project or person-hours that will be contributed by each professional, during each phase or task making up the project.

### ***Required Upload for this Section:***

- *Statement of Qualifications, for consultant and subcontractor(s)*
- *References, for consultant and subcontractor(s)*
- *Organizational Chart for project staff, including subcontractor(s)*
- *Level of Effort matrix, including subcontractor(s)*

\*Response required

## III.G Cost Proposal\*

Cost proposals must be submitted on the provided **SACOG Standard Budget Form** (see attachments). The cost proposal shall describe both the total and the detailed price for which the consultant will commit to complete the total scope of work and deliverables. The cost proposal detail shall describe estimated costs (only the total proposed amount is a binding offer) for each professional's time, for the completion of each proposed task, for travel and per-diem (if applicable), and for materials and supplies.

Each proposer shall also provide certification of their federally recognized indirect rate and financial management system, by providing a current approval letter from a cognizant agency, or by submission of **Caltrans LAPM Exhibit 10-K, Consultant Certification of Contract Costs and Financial Management System** (refer to attachments).

Failure to provide adequate cost data will result in the proposal being deemed unresponsive and rejected.

### ***Required Upload for this section:***

- *SACOG Standard Budget Form*
- *Exhibit 10-K Consultant Certification of Contract Costs and Financial Management System, or Letter from Cognizant Agency (for consultant and subcontractor(s))*

\*Response required

### **III.H Consultant and Subcontractor Information\***

The proposal must include the following information for the consultant and each subcontractor, as required by 49 CFR Section 26.11(c)(2).

- A. Firm name;
- B. Firm address;
- C. Firm's status as a DBE or non-DBE;
- D. Age of the firm; and
- E. The annual gross receipts of the firm expressed in one of the following ranges: Less than \$500,000; \$500,000-\$1 million; \$1 million-\$2 million; \$2 million-\$5 million; or Over \$5 million.

#### **Proposed Subcontractor Letters**

If a subcontractor will be used, the proposer must include a Letter of Commitment from the subcontractor for at least performance of the work shown for subcontractor in the Staffing Resources and Level of Effort Matrix mentioned above.

#### ***Required Upload for this section:***

- *Statement listing consultant and subcontractor company information as described above.*
- *Subcontractor Letters of Commitment, if applicable*

\*Response required

### **III.I Proposed DBE Utilization\***

This RFP contains a DBE Utilization Goal (TBD%). All proposals must document the consultant's proposed use of DBEs in performance of the work. This is accomplished through the forms described as follows:

#### **A. Exhibit C, Disadvantaged Business Information (Required form for all proposals)**

Whether the proposal meets the DBE Goal % or not, the consultant must submit Exhibit C, Disadvantaged Business Information form. This form documents whether the consultant includes utilization of a DBE to perform the work, and provides the DBE's information if applicable.

#### **B. If the consultant or any proposed subconsultant is a certified DBE:**

Consultant must include **Caltrans Exhibit 10-O1 DBE Commitment Form** which documents the work to be performed by the proposed DBE, Commitment by the consultant to utilize the DBE, and commitment by the DBE to perform the work.

C. If the proposal does not meet the established DBE Utilization Goal percentage (as documented on the Exhibit 10-O1), or if no DBE is included within the proposal (as documented on Exhibit C):

The consultant must also submit **Caltrans LAPM Exhibit 15-H, Good Faith Efforts** form, which demonstrates the consultant's efforts to meet the DBE Goal. The form must be completed completely and provide adequate detail about the efforts made to include DBE Utilization meeting the goal.

Proposals that do not meet the DBE contract goal, or do not demonstrate that they have made an adequate good faith effort to meet the goal may be deemed non-responsive to this RFP and be rejected.

***Required Upload for this Section:***

- *Exhibit C - Disadvantaged Business Enterprise Information form, and/or;*
- *Exhibit 10-O1 DBE Commitment form, and/or;*
- *Exhibit 15-H Good Faith Efforts form.*

\*Response required

**III.J Affirmative Action Program Statement\***

Proposer should upload a statement describing the Consultant's affirmative action program, if required pursuant to the equal employment opportunity requirements of the U.S. Department of Labor Regulations (41 CFR Part 60, et seq.).

- These regulations require certain contractors to develop and maintain affirmative action programs, including service contractors (non-construction) with 50 or more employees and a federally assisted contract of \$50,000 or more.

If not applicable, please upload a statement confirming such.

***Required Upload for this Section:***

- *Description of proposer's Affirmative Action Program, or;*
- *A statement that the requirement does not apply.*

\*Response required

### **III.K Conflict of Interest Statement\***

Consultants and subcontractor firms submitting proposals in response to this RFP must disclose to SACOG any actual, apparent, or potential conflicts of interest that may exist relative to the services to be provided under Agreement for consultant services to be awarded pursuant to this RFP.

If the consultant or firm has no conflict of interest, a statement to that effect shall be included in the proposal.

#### ***Required Upload for this Section:***

- *Statement regarding Conflict of Interest, for consultant and all subcontractors*

\*Response required

### **III.L Debarment Form\***

Attach the Debarment Certification form (reference attachments).

This form must be completed by the proposer and all subcontractors included in the proposal.

#### ***Required Upload for this Section:***

- *Exhibit B - Debarment Certification form, for consultant and all subcontractors.*

\*Response required

### **III.M Levine Act Disclosure and Government Code 1090 Statement \***

Proposer must upload the Completed and Signed Levine Act and Gov Code 1090 Disclosure Statements (reference attachments). This form must be completed by the proposer and all subcontractors included in the proposal. Note: there are two pages requiring signatures.

#### ***Required Upload for this Section:***

- *Exhibit D - Levine Act and Gov Code 1090 Form, for consultant and all subcontractors*

\*Response required

### **III.N Certification of Restrictions on Lobbying\***

Complete, sign, and upload the Lobbying Certification form (reference attachments). This form must be completed by the proposer and all subcontractors included in the proposal.

#### ***Required upload for this Section:***

- *Certification of Restrictions on Lobbying, for consultant and all subcontractors.*

\*Response required

### **III.O Addenda**

Upload acknowledgement of addenda issued, and submit any required forms and/or responses here if required.

### **III.P Total Cost of Proposal \***

Enter the total cost of proposal here, rounded to the nearest dollar.

\*Response required

## **IV. Evaluation Process**

### **IV.A Review Panel**

A proposal review panel comprised of SACOG staff will evaluate the proposals, and may include external partners.

### **IV.B Technical Evaluation**

Upon receipt of the proposals, a technical evaluation will be performed. The review panel will evaluate each proposal in accordance with the criteria listed in the "Evaluation Criteria" section. Proposers may be telephoned and asked for further information, if necessary. Previous clients may also be called.

### **IV.C Oral Interviews**

The review panel may request oral interviews from the top candidates to provide additional input in the evaluation process. In the oral interview, the candidates will be requested to provide an oral presentation, which will be followed by a question and answer period. The panel may question the candidates about their proposed approaches, consistent with the evaluation criteria set forth below. The panel will use each candidate's interview performance to inform its final scores on the criteria set forth below.

### **IV.D Recommendation of Award**

The panel will make recommendations to the SACOG Executive Director on the basis of the proposal, oral interview when held, and reference checks. In determining which proposal is most advantageous, SACOG will award the contract to the proposer whose proposal offers the best value.

## V. Evaluation Criteria

No.	Evaluation Criteria	Scoring Method	Weight (Points)
1.	<b>Project Understanding</b> Consultant's understanding of the background, requirements, and anticipated outcomes of the project.	0-100 Points	15 <i>(15% of Total)</i>
2.	<b>Project Approach</b> The overall and technical approaches to be followed and the tasks to be performed, including detailed steps and resources required and proposed project schedule.	0-100 Points	25 <i>(25% of Total)</i>
3.	<b>Technical Ability and Experience</b> Education, experience, and technical ability of proposed personnel, including qualifications of the project leader and assurance of involvement in the project.	0-100 Points	25 <i>(25% of Total)</i>
4.	<b>Cost and Resource Allocation</b> The cost analysis and relative allocation of resources, in terms of quality and quantity, to key tasks including the time and skills of personnel assigned to the tasks and consultant's approach to managing resources and project output.	0-100 Points	25 <i>(25% of Total)</i>
5.	<b>DBE Participation</b> The participation of qualified Disadvantaged Business Enterprises (DBE's) in this project is strongly encouraged. The Required DBE participation for this procurement is ____%.	0-100 Points	10 <i>(10% of Total)</i>

## VI. Submission Instructions

### VI.A Required Online Registration

Interested parties must register with SACOG's procurement portal, <https://secure.procurenow.com/portal/sacog>, and click the "Follow" button on the specific solicitation to receive notifications of any addendums or updates.

### VI.B Submission Instructions and Deadlines

Proposals must be received by SACOG's Procurement Officer via the SACOG Bidding Portal found at <https://secure.procurenow.com/portal/sacog>, as described further. Portal submission should be received no later than 5:00 pm (PST) on May 3, 2024.

## VII. Terms & Conditions

### VII.A Limitations

This request for proposal (RFP) does not commit SACOG to award a contract, to pay any costs incurred in the preparation of proposals in response to this request, or to procure or contract for services or supplies. SACOG expressly reserves the right to reject any and all proposals or to waive any irregularity or informality in any proposal or in the RFP procedure and to be the sole judge of the responsibility of any proposer and of the suitability of the materials and/or services to be rendered. SACOG reserves the right to withdraw this RFP at any time without prior notice. Further SACOG reserves the right to modify the RFP schedule described above.

Until award of a contract, the proposals shall be held in confidence and shall not be available for public review. No proposal shall be returned after the date and time set for the opening thereof. All proposals become the property of SACOG. Upon award of a contract to the successful proposer, all proposals shall be public records.

### VII.B Award

All finalists may be required to participate in negotiations and submit such price, technical, or other revisions of their proposals as may result from negotiations. However, each initial proposal should be submitted on the most favorable terms from a price and a technical viewpoint.

The SACOG Board of Directors will award the contract.

### VII.C RFP Addendum

Any changes to the RFP requirements will be made by addenda issued by SACOG via the SACOG Bidding Portal (<https://secure.procurenow.com/portal/sacog>) and shall be considered part of the RFP. Upon issuance, such addenda shall be incorporated in the agreement documents, and shall prevail over inconsistent provisions of earlier issued documentation.

### VII.D Verbal Agreement of Conversation

No prior, current, or post award verbal conversations or agreement(s) with any officer, agent, or employee of SACOG shall affect or modify any terms or obligations of the RFP, or any contract resulting from this RFP.

### VII.E Precontractual Expense

Precontractual expenses include any expenses incurred by proposers and selected contractor in:

- Preparing proposals in response to this RFP
- Submitting proposals to SACOG

- Negotiations with SACOG on any matter related to proposals.
- Other expenses incurred by a contractor or proposer prior to the date of award of any agreement.

In any event, SACOG shall not be liable for any precontractual expenses incurred by any proposer or selected contractor. Proposers shall not include any such expenses as part of the price proposed in response to this RFP. SACOG shall be held harmless and free from any and all liability, claims, or expenses whatsoever incurred by, or on behalf of, any person or organization responding to this RFP.

## **VII.F Signature**

The proposal will also provide the following information: name, title, address and telephone number of individual with authority to bind the consultant or consultant firm and also who may be contacted during the period of proposal evaluation. The proposal shall be signed by an official authorized to bind the consultant or consulting firm and shall contain a statement to the effect that the proposal is a firm offer for at least a 45 day period. Execution of the contract is expected by June 1, 2024.

## **VII.G Contract Arrangements**

The successful consultant is expected to execute a contract similar to SACOG's Standard Agreement, which meets all State and/or Federal requirements. A copy of SACOG's Standard Agreement is attached as an Exhibit.

The contract will be an agreement between SACOG and the consultant. SACOG will provide contract administration services.

## **VII.H Disadvantaged Business Enterprise (DBE) Policy**

It is the policy of SACOG, the California Department of Transportation ("Caltrans"), and the U.S. Department of Transportation that Disadvantaged Business Enterprises ("DBE's") shall have the maximum opportunity to participate in the performance of contracts financed in whole or in part with Federal funds. DBE's are for-profit small business concerns as defined in Title 49, Part 26.5, Code of Federal Regulations ("CFR"). It is also the policy of SACOG to practice non-discrimination based on race, color, national origin, or sex in the award or performance of this contract. All consulting firms qualifying under this solicitation are encouraged to submit proposals, including those who qualify as a DBE. The requirements of 49 CFR Part 26, Regulations of the U.S. Department of Transportation, apply to this request for proposals and contract.

## **VII.I DBE Obligation**

A DBE Contract Goal of TBD% has been established for this contract. The proposing consultant must make good faith efforts, as defined in Appendix A, 49 CFR Part 26, to meet the Contract Goal for DBE participation in this contract.

The proposing consultant and its subcontractor(s) must agree to ensure that DBEs have the maximum opportunity to participate in the performance of contracts and subcontracts financed in whole or in part with Federal funds. In this regard, the consultant and its subcontractor(s) shall take all necessary and reasonable steps in accordance with 49 CFR Part 26 to ensure that DBEs have the maximum opportunity to compete for and perform contracts. The consultant and its subcontractor(s) shall not discriminate on the basis of race, color, national origin, or sex in the award and performance of the contract. See the "How to Respond" section for a listing of DBE information which must be included in each proposal.

## **VII.J Title VI of the Civil Rights Act of 1964**

The consultant must agree to comply with all the requirements imposed by Title VI of the Civil Rights Act of 1964 (49 USC 2000d) and the regulations of the U.S. Department of Transportation issued thereunder in 49 CFR Part 21.

## **VII.K Equal Employment Opportunity**

In connection with the performance of the contract, the consultant shall not discriminate against any employee or applicant for employment because of race, color, age, creed, sex or national origin. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship.

## **VII.L Notification of Results**

All proposers will be notified of the results of the technical evaluation and which proposers, if any, appeared for oral interviews.

## **VII.M Bid Protesting**

Any bid protests are subject to SACOG's adopted bid protest procedure. To obtain a copy of SACOG's bid protest procedure please contact the Contracts Coordinator.

## **VII.N Project Funding Source**

Funding for the consultant services will be provided by SACOG.

## VII.O Payment Schedule

The consultant will invoice SACOG for services rendered and SACOG will compensate the consultant for these services as set forth in the agreement.

The consultant will be paid in arrears, based upon the payment schedule agreed to in the contract. The consultant should forward a copy of all invoices for payment for work performed and associated expenses by the 15th day of the following month. At SACOG's discretion, SACOG may withhold ten percent (10%) of the payments until the successful completion of the project and the delivery and acceptance of all final products.