



Spokane International Airport
Request for Proposals (RFP)

for

**Installation and Integration of Human Resources,
Timekeeping, and Payroll Processing Systems**

Pre-Proposal Meeting		
Pre-Proposal Meeting Location: Spokane Airport Board Room or Conference Call: 866-962-6634 Passcode: 72069527 followed by #	Date: 09/21/2017	Time: 10:00AM – Noon PDT
Contact Person for Questions During the Proposal Process		
Questions should be directed only to: Dave Armstrong, CPA Director of Finance darmstrong@spokaneairports.net		
Deadline for Submission of Questions		
Questions must be submitted to the individual named above no later than: 10:00AM 09/27/2017		
Proposal Submission Place and Deadline		
Submit Proposals to: Spokane International Airport 9000 W. Airport Drive, Room 204 Spokane, WA 99224 Attn: Dave Armstrong	Date: 10/09/2017	Time: 1:00PM (PDT)



Spokane International Airport

Request for Proposals (RFP)

for

Installation and Integration of Human Resources, Timekeeping, and Payroll Processing Systems

Spokane International Airport (“Airport”) is soliciting Proposals from qualified professional firms to design, provide, install and integrate a Human Resources (H/R), Timekeeping, Payroll Processing System for use by Airport personnel.

Background Information

The Airport is seeking a qualified professional firm to provide a system, or systems, which integrates the Human Resources, Benefits Administration, Timekeeping, Payroll Processing and year-end reporting requirements into a system that enables seamless interaction between those functions. The selected firm will provide all new components or will integrate certain new components into existing systems. Subject to cost and feasibility, the Airport prefers all components will be cloud-hosted and accessible from remote locations. However, the Airport may consider proposals where all components are not cloud-hosted and accessible from remote locations that otherwise satisfy the Scope of Work.

The Airport employs approximately 150 full and part-time employees at any given time with approximately 225 employees throughout the entire year. Including three bargaining units, there are approximately 22 full time exempt, 83 full-time non-exempt (hourly) and 45 part time employees. Certain employees clock-in via a computer and others clock-in utilizing a time clock in their respective departments.

There are three bargaining units, each with unique characteristics related to human resources, benefits administration, timekeeping and payroll in their respective collective bargaining agreements: The Airfield Rescue and Fire Fighting (ARFF) unit currently has 12 participants; the Police unit currently has 12 participants; the Maintenance unit currently has 29 participants.

The Airport currently has the following benefits: Vacation and sick leave, personal holidays, Medical, Dental, Life Insurance, Short and Long-term disability, a 457(b) plan, an Employee Assistance Program (EAP) and the Washington Department of Retirement Systems PERS 2 and 3 along with LEOFF 2 defined benefit plans. Some of the benefits are fully funded by the Airport while others are funded by both the Airport and the employee.



The Airport is currently utilizing the following un-integrated software packages: Neogov for on-line employment applications, internally hosted Sage ABRA version 9.11 for H/R functions, cloud hosted Kronos Workforce Central Version 8.0.11 for timekeeping functions, internally hosted Sage 100 Standard ERP 2015 (“Sage 100”) version 5.20.2.0 software for semi-monthly payroll processing. The Airport processes both manual checks and ACH Direct Deposits through US Bank in the payroll function.

In the current payroll processing system, there are approximately 175 different pay codes and 250 different deduction codes.

Year-end reporting is done through a significantly manual environment with the filing of W-2's and Affordable Care Act (ACA) forms 1095. The Airport contracts with a third party Certified Public Accounting (CPA) firm to assist in filing the ACA forms.

Scope of Work

The firm selected based on this RFP process shall be expected to perform the following tasks:

1. Evaluate current airport software applications (“applications”) and processes
2. Propose applications, suitable to the Airport’s Human Resources, Benefits Administration, Timekeeping Payroll Processing and reporting needs, including cloud based options
3. Install applications
4. Migrate current data
5. Set-up new applications proposed in #2 above and accepted by the Airport
6. Integrate all chosen applications
7. Test set-up, including de-bugging
8. Train users on processes and software
9. Provide training documentation
10. Maintain integrity of old and new systems during testing and training
11. Develop desired reports for users
12. Provide recommendations for improvement in applications, systems and processes for potential future implementation

It is the Airport’s understanding that applications may have various functions and options relative to Human Resources, Benefits Administration, Timekeeping, Payroll Processing and year-end reporting. The Airport has not attempted to specifically identify each and every component of the applications sought under this RFP.



The Scope of Work may be awarded in phases:

Phase 1: After evaluation of the current processes, install the chosen H/R application. The chosen application will fulfill all governmental Equal Employment Opportunity (EEO) compliance reporting or provide functional report writing capability. After installation, migrate existing information and history from legacy system into the new system, and complete set-up to operate in the most optimal manner.

Install chosen Timekeeping application, migrate existing information and history from legacy system into the new system, and complete set-up to operate in the most optimal manner.

Link new H/R application to new Timekeeping application, debug and verify the integration of the two systems. Either chosen application, or a combination of the two applications, will be able to produce standard required reports by utilizing data and information contained in the software applications. The chosen applications must provide access control through permissions and restrictions, workflow and outside support.

Phase 2: Install chosen payroll processing application with the capability of employees accessing paycheck stubs and year end W-2 information online. Integrate the H/R and Timekeeping applications into payroll processing. Complete set-up to operate in the most optimal manner.

The payroll processing solution may be a continuation of the legacy Sage 100, a recommended third party product, a new internally hosted payroll-processing-only application, or it may be an entirely new ERP system containing payroll processing. Whichever is chosen, it is to retain historical information from the legacy payroll system, provide access control through permissions and restrictions, workflow and outside support.

Future phases, not included in this RFP, may include integration of other applications identified during the evaluation phase contained in the scope of this RFP.



Request for Proposals Schedule

The following is the schedule for this RFP process (which is subject to change):

Date	Description
Week of 9/10/17	Issue Date of RFP
Thursday 9/21/17 10AM PDT	Pre-Proposal Meeting / Conference Call
Wednesday 9/27/17 10AM PDT	Deadline for Submission of Questions
Monday 10/2/17 1PM PDT	Airport's Response to Questions and/or Addenda posted
Monday 10/9/17 1PM PDT	Proposal Submission Deadline (Due Date)
Tuesday 10/24/17	Interviews of Final Candidates
Wednesday 11/8/17	Recommendation to Airport Finance Committee for Award
Thursday 11/16/17	Airport Execution of Contract (Anticipated)
Within 120 days	Commencement of Services Under the Contract

Term of Contract

The term of the contract will commence upon award and conclude upon completion of the scope awarded. Terms will be finalized upon notification of award.

On-going support agreements will be for no longer than three years per agreement and shall not contain automatic renewal provisions.

Funding Source(s)

The work to be performed is funded with funds from the Airport, therefore no federal funds are expected to be involved with the work under this RFP.

Evaluation Criteria

The Airport will evaluate Proposals received based on the following evaluation criteria and will score Proposals up to the maximum number of points as noted for each evaluation criterion.

The Proposer must include in its Proposal the information noted in the evaluation criteria and must demonstrate how the firm meets the evaluation criteria.



Evaluation Criteria	Maximum Points
<p>1) <u>Proposal Information Form</u>: The Proposal Information Form, included in Attachment A to this RFP, must be completed, submitted, and signed as part of your Proposal. You must include the name and contact information of the individual in your firm that the Airport should contact regarding questions about your Proposal and scheduling a potential interview. The contact information should include the following: name of individual, title (Mr., Ms., etc.), firm name, address (city, state, zip code), telephone number, e-mail address.</p>	2
<p>2) <u>Cover Letter</u>: A cover letter expressing interest, addressing, at a minimum, the following:</p> <ul style="list-style-type: none"> a) <u>Executive Summary</u>: A high level, executive summary of your firm's relevant qualifications and experiences, as well as the relevant experiences of key staff proposed for this project in performing similar services. b) <u>Firm Size and Workload</u>: Outline the size of your firm and discuss your capability to manage a project of this size and scope within the identified time frame, relative to your current workload. c) <u>Finances</u>: Discuss your firm's financial and organizational stability. <p>The cover letter must be signed by an authorized representative of the Proposer who is authorized to execute contractual agreements and/or commitments on behalf of the Proposer.</p>	3
<p>3) <u>Relevant Experience of the Firm</u>: Demonstrated expertise and experience in evaluation of existing systems and processes, implementation of new systems and applications, personnel training and support services after implementation.</p> <p>Relevant experience is demonstrated by providing at least three references from previous clients for similar work completed by your firm. Cited references should include project name, reference name, title, project role, and current contact telephone number. Refer to the Reference Checks section of this RFP for information about how reference checks will be used in the evaluation process.</p>	30
<p>4) <u>Staff Experience and Availability</u>: A description of the staff proposed and discussion of their availability for performing the work as outlined in this RFP that demonstrates relevant experience from other projects. Experience should include projects of similar, or larger, size and scope including work involving bargaining units. If possible, include resumes of proposed staff.</p>	10



<p>5) <u>Proposed Implementation Plan:</u> Provide, in as much detail as possible, how your team will accomplish steps 1 – 11 outlined in the Scope of Work section above for each proposed phase.</p> <p>Include in your proposal a tentative work-plan to achieve the goals of this RFP.</p> <p>Include in your proposal suggested applications (eg: software or cloud-hosted products) for each of the phases. Indicate the ability of seamless integration of your suggestions across the three phases.</p> <p>Address the possibility of integrating your suggestions with any other products (such as a financial reporting / General Ledger / ERP system) the Airport may procure in the future.</p>	35
<p>6) <u>Proposed Cost:</u> The proposed cost of the firm for the project. Proposed costs are to be broken out matching the phases described in the Scope of Work.</p> <p>Provide the current rates for on-going support and an estimate of planned increases for such support.</p> <p>Provide the hourly rates of staff to be utilized through the implementation. At a minimum, break out rates by project management, technical, support, training, and document preparation.</p> <p>Be able to provide documentation of Washington State Department of Enterprise Services (DES) or other national co-operative purchasing agreements (eg: NJPA, US Communities) if the firm’s proposed cost is related to such agreements.</p> <p>Include a statement that the proposed costs quoted are valid for 120 days.</p> <p>The Airport reserves the right to negotiate the cost with the selected firm.</p>	15
<p>7) <u>Standard Contract Language:</u> The Airport intends to utilize its standard Consultant or Service Contract for the evaluation, selection and implementation of scope of work contained in this RFP.</p> <p>A sample contract may be viewed at the following website of the Airport: http://business.spokaneairports.net/rfp/ by clicking on <u>“Master Services Contract”</u>.</p>	5



<p>Each firm must affirm in its Proposal that the terms and conditions of this Contract are acceptable, or if the firm takes exception to any of the proposed language in the sample Contract, the firm must specifically describe the reasons for the exceptions and propose in its Proposal alternative language for review and consideration by the Airport. Firms not taking any exceptions to the terms and conditions of the Contract shall receive the full evaluation points for this criterion. Firms taking exceptions shall be evaluated and rated for this criterion based on the significance of the proposed exceptions and whether the proposed changes are of benefit to the Airport.</p> <p>Support and Service contracts need to follow the form of the Airport's standard contract. These contracts must not be longer than three (3) years and will not include automatic renewal clauses.</p>	
Total Points	100

Interviews

Proposers may be required to participate in an interview session of approximately one hour with a selection committee and/or other Airport personnel on the date and time noted in the RFP Schedule on page 4. A formal operating demonstration of proposed application software must be presented in the interview session. The Airport will establish evaluation criteria and weighting for each interview criterion that will be added to the scores received for the written Proposals as part of making a final selection decision.

Submission Requirements

Pre-Proposal Meeting: Those interested in responding to the RFP are strongly encouraged to participate in a Pre-Proposal Meeting either in person or via conference call to be held on the date, time, and at the place indicated in this RFP. Failure to attend the Pre-Proposal Meeting will not relieve the Proposer or any responsibility for information provided at that time.

Proposal Submission Deadline: One unbound original, four bound copies, and an electronic file of the Proposal responding to the information requested in the Evaluation Criteria section of this RFP must be received by the Airport no later than the deadline noted in this RFP. Proposals must be delivered to the address indicated on page 1 of this RFP. Electronic files less than 10 MB in size can be accepted via email no later than the deadline; files larger than 10 MB must accompany the five hard copies delivered to the Airport.



Late Proposals: Proposals will not be accepted by the Airport after the date and time specified in this RFP. In the event that a Proposal is delivered after the Proposal submission deadline, the Proposal will not be accepted or considered and will be returned to the Proposer unopened. The Airport will not be liable for delays in delivery of Proposals due to handling by the U.S. Postal Service, courier services, overnight carriers, or any other type of delivery service. Proposals may be delivered in person or by a delivery service. No verbal, facsimile (Fax), telegraphic or telephonic Proposals will be accepted. Proposers are responsible for ensuring that the Airport receives the Proposal at the designated location by the deadline stated in this RFP.

Submission Requirements:

- Proposals and their sealed packaging (boxes or envelopes) should be clearly marked with the name and address of the Proposer and should be marked with the name of this RFP as indicated on page 1 of the RFP.
- The bound Proposals should be in an 8 1/2” by 11” format, using a minimum 12 point type size.
- The Airport strongly encourages the use of recyclable materials in the submission of Proposals.
- Proposers are encouraged to “double side” the printing of their Proposals; however, for the purposes of any page limitations of the Proposal outlined in the RFP, one side of a printed page is considered one page.

Organization of Proposals: Proposals must address each of the evaluation criteria in this RFP in a clear, comprehensive, and concise manner. Proposals should include an index, be clearly separated with tabs, labeled by response to specific evaluation criteria and addressed in the same order as included in the RFP. Although there is no expressed page number limitation, Proposers are advised that lengthy or wordy submissions are not necessary and are discouraged.

Clear and Responsive Proposals: The Airport has made every effort to include enough information within this RFP for a firm to prepare a responsive Proposal. Proposers are encouraged to submit the most comprehensive and competitive information possible. Proposals that do not respond completely or sufficiently to the evaluation criteria in this RFP may be rejected as non-responsive, or will receive correspondingly lower scores for those criteria, which may result in the Proposal not scoring high enough to be considered further.

Questions About RFP: Questions regarding this RFP should be addressed solely to the individual identified on page 1 of this RFP. Questions must be asked prior to the deadline indicated on page 1 of this RFP. The Airport may determine that a Proposal is non-responsive if the Proposer has had contact with any other representative of the Airport.



Addenda: Oral communications and emails from the Airport, its staff, agents, Airport members, employees or outside advisor, or any other person associated with this RFP shall not be binding on the Airport and shall in no way modify any provision of the RFP. Only formally issued addenda shall modify the terms of this RFP. Any addenda issued for this RFP will be published at the following website address: <http://business.spokaneairports.net/rfp>. Proposers are responsible for checking the website prior to submission of Proposals for any addenda. If you are unable to download the addenda, you may contact the individual noted on page 1 of this RFP. Receipt of addenda must be acknowledged by Proposers on the Proposal Information Form that must be submitted with the Proposal.

Selection Process

Selection Process: The Proposals will be reviewed by an evaluation committee and the highest rated firms may be invited to an interview. The selected firm will be invited to enter into negotiations with the Airport. If the Airport and the selected firm cannot agree on terms that are fair and reasonable, the Airport may terminate negotiations and enter into negotiations with the next highest rated firm.

Rights Reserved: The Airport reserves the following rights:

1. To waive as an informality any irregularities in Proposals and/or to reject any or all Proposals.
2. To extend the date for submittal of responses.
3. To request additional information and data from any or all Proposers.
4. To supplement, amend, or otherwise modify the RFP through addenda issued.
5. To cancel this RFP with or without the substitution of another RFP.
6. To reissue the RFP.
7. To make such reviews and investigations, as it considers necessary and appropriate for evaluation of the Proposals.
8. To not select the highest rated firm if the proposed price is more than the Airport's budget for the work.
9. To reject any Proposal in the event that the Airport's analysis of the Proposer's financial status and capacity indicates, in the Airport's judgment, that the firm is not able to successfully perform the work.
10. To cancel the RFP process in the event only one Proposal is received by the deadline.
11. To establish a revised deadline for submission of Proposals in the event only one Proposal is received by the deadline.

Reference Checks: The Airport reserves the right to conduct reference checks for firms submitting Proposals, either before or after Proposals have been evaluated, and/or after interviews have been held. In the event that information obtained from the reference



checks reveals concerns about a firm's past performance or their ability to successfully perform the contract to be executed based on this RFP, the Airport may, at its sole discretion, select a different firm whose reference checks validate the ability of the firm to successfully perform the contract to be executed based on this RFP. In conducting reference checks, the Airport may include itself as a reference if the firm has performed work for the Airport, even if the firm did not identify the Airport as a reference, and may conduct reference checks with others not identified by the Proposer.

Protest and Appeal Procedures

Deadline for Protest: The following deadlines for filing protests and appeals based on this RFP shall apply:

1. RFP: Any protest related to the requirements of this RFP must be received by the RFP Contact Person no later than three (3) business days before the proposal submittal deadline.
2. Awards: Any protest related to the award of a contract based on this RFP or protest of a decision by the Airport to reject a proposal must be received by the Airport's Attorney within three (3) business days after notification to the protesting party that it was not awarded a contract or its proposal was rejected.

Form and Manner of Filing:

1. In Writing: All protests of the RFP and appeals must be in writing, signed, and specify the reasons and facts upon which the protest or appeal is based. Failure to raise any reason or fact upon which the protest or appeal is based shall constitute a waiver and/or forfeiture of such reason or fact for protest or appeal.
2. File protest of award with Airport Attorney: All protests of award must be filed with the Spokane International Airport, Attention: Brian Werst, 9000 W. Airport Drive, Suite 209, Spokane, WA 99224. Such protest of award must be in writing, signed, and specify the reasons and facts upon which the protest of award is based. Failure to raise any reason or fact upon which the protest of award is based shall constitute a waiver and/or forfeiture of such reason or fact for protest.

Airport's Review of Protests and Appeals

1. The Director of the Airport department publishing the RFP shall review and investigate properly and timely filed protests and appeals. At the Airport's sole discretion, an informal hearing may be held with affected parties to gather additional information. The department Director shall issue a written decision to the protestor, stating the reasons for the decision.



2. Appeal to Airport's Chief Executive Officer (CEO): Any further appeal of a formal decision by the department Director must be received by the Airport's CEO within two (2) business days of receipt of the written decision by the department Director. Properly and timely filed appeals of the decisions of the department Director shall be reviewed and investigated by the Airport CEO, who shall issue the Airport's final decision.

Failure to Meet Deadline

Failure to meet any applicable deadline for a protest and appeal shall constitute a waiver of any and all rights to protest and appeal.

Administrative Requirements

Cost of the Proposal: The Airport shall not, under any circumstances, be responsible for any costs or expenses associated with the Proposal submitted including, but not limited to, research, investigation, development, preparation, duplication, production, collation, packaging, delivery, transmittal, or presentation of the Proposal or any other related information, data, documentation, and material. All costs and expenses incurred by the Proposer in connection with the Proposal submitted shall be the sole responsibility of (borne solely by) the Proposer.

Public Disclosure:

1. **Property of Airport:** Proposals submitted to the Airport shall become the property of the Airport and shall not be returned to the Proposer.
2. **Proposals are Public Records:** Pursuant to Chapter 42.56 RCW, Proposals submitted under this RFP shall be considered public records and, with limited exceptions, will be available for inspection and copying by the public. Except to the extent protected by state and/or federal laws, Proposals shall be considered public documents and available for review and copying by the public after an award of contract is made by the Airport Board.
3. **Public Records Exemption:** Any proprietary information included in the Proposal that the Proposer wishes to remain confidential (to the extent allowed under the laws of the State of Washington) should be clearly identified as "Confidential" in the Proposal. In addition, the Proposer must provide the legal basis for the exemption to the Airport.
4. **Proposals Not Marked as Confidential:** If a Proposal does not clearly identify the confidential portions, the Airport will not notify the Proposer that its Proposal will be made available for inspection and copying.



5. Process for Disclosing Information: If a request is made for disclosure of material or any portion marked “Confidential” by the Proposer, the Airport will determine whether the material should be made available under the law. If the Airport determines that the material is not exempt and may be disclosed, the Airport will notify the Proposer of the request and allow the Proposer ten (10) business days to take appropriate action pursuant to RCW 42.56.540. If the Proposer fails or neglects to take such action within said period, the Airport may release the portions of the Proposal deemed subject to disclosure.
6. Indemnification by Proposer: To the extent that the Airport withholds from disclosure all or any portion of Proposer’s documents at Proposer’s request, Proposer shall agree to fully indemnify, defend and hold harmless the Airport from all damages, penalties, attorneys’ fees and costs the Airport incurs related to withholding information from public disclosure.
7. No Claim Against the Airport: By submitting a Proposal, the Proposer consents to the procedure outlined in this section and shall have no claim against the Airport because of actions taken under this procedure.

Basic Eligibility: If required by law, the successful Proposer must be licensed to do business in the State of Washington and must have a state Unified Business Identifier (UBI) number. In addition, the successful Proposer must not be debarred, suspended, or otherwise ineligible to contract with the Airport, and must not be on the federal government’s list of firms suspended or debarred from working on federally funded projects.

Non-Discrimination: All Proposers will be afforded the full opportunity to submit Proposals in response to this RFP, and no person or firm shall be discriminated against on the grounds of race, color, age, sex, or national origin in consideration for an award issued pursuant to this RFP.

Approval of Sub-Consultants: The Airport retains the right of final approval of any sub-consultant of the selected Proposer who must inform all sub-consultants of this provision.

Other Contracts: During the original term and all subsequent renewal terms of the contract resulting from this RFP, the Airport expressly reserves the right, through any other sources available, to pursue and implement alternative means of soliciting and awarding similar or related services as described in this RFP.

Funding Availability: By responding to this RFP, the Proposer acknowledges that for any contract signed as a result of this RFP, the authority to proceed with the work is contingent upon the availability of funding.



Prohibition Against Lobbying: The Proposer shall not lobby, either on an individual or collective basis, the Airport Board (its associated City and County employees, or outside advisors) or any federal, state, or local elected or public officials or staff regarding this RFP or its written Proposal. Proposers, the Proposer's acquaintances, friends, family, outside advisors, agents, or other representatives shall not contact the Airport Board (its associated City and County employees, or outside advisors) or any federal, state, or local elected or public officials or Airport staff to arrange meetings, visits, or presentations to influence the outcome of the selection process. Violation of this provision, by or on behalf of a Proposer, intentionally or unintentionally, will result in disqualification of the Proposer and/or rejection of a written Proposal.

Insurance: Prior to execution of a Contract for services under this RFP, the successful Proposer will be required to provide acceptable evidence of insurance coverage consistent with the insurance requirements outlined in the Airport's standard Consultant or Service Contract and referenced on the Airport's website as applying to this RFP.

About Spokane International Airport

Spokane Airports are jointly owned by Spokane County and the City of Spokane. The city and county operate the airports under provisions of RCW 14.08 which establishes the operation of airports by more than one municipality under joint agreement. The operating authority of Spokane Airports is the Spokane Airport Board, consisting of seven appointees from the two governmental bodies.

The Board is responsible for the oversight of Spokane International Airport, Felts Field Airport, and the Airport Business Park. The Board also has a Grant of Authority to operate Foreign-Trade Zone #224.

Spokane International Airport is a 6,000-acre commercial service airport served by five airlines and two air cargo carriers. The airport processed over 3.2 million passengers, 67,677 U.S. air cargo tons, and 62,439 aircraft operations in 2016. It is the second largest airport in the State of Washington and recognized by the FAA as a small hub.

Felts Field is a 400-acre general reliever airport that had 54,313 aviation operations in 2016 and is home to approximately 200 aircraft. The airport is used primarily for general aviation, flight instruction, aircraft maintenance, charter services and education. The Airport has two paved runways and a turf landing strip as well as the ability to accommodate water landings on the adjacent Spokane River.

The Airport Business Park is an industrial and business park development that comprises 540 acres. Strategically located adjacent to the airport facilities and Interstate 90, it houses a variety of corporate offices, recycling, warehousing, manufacturing and shipping facilities.



Attachment A

Spokane International Airport
Request for Proposals for
Installation and Integration of Human Resources,
Timekeeping, and Payroll Processing Systems

PROPOSAL INFORMATION FORM

Name of Proposing Firm:	Contact Individual's Name:
Address of Contact Individual:	
Phone Number of Contact Individual:	E-mail Address of Contact Individual:
State of Washington UBI Number:	
Receipt is hereby acknowledged of Addenda No(s): _____	

OFFICIAL AUTHORIZED TO SIGN FOR PROPOSER:

"I certify (or declare) under penalty of perjury under the laws of the State of Washington that the foregoing is true and correct":	
Signature:	Date:
Print Name and Title	Location or Place Executed: (City, State)

Note: This Proposal Information Form must be completed and submitted as part of your Proposal.

