

November 14, 2024



Proposal for
Climate Action & Adaptation
Plan (CAAP) Dashboard
County of Yolo

Exhibit “A”: Proposal Transmittal Letter

November 14, 2024
Karen Kawelmacher, Lead Buyer
Yolo County Procurement Division
625 Court St., Room 103
Woodland, California 95695

Subject: Proposal for the Climate Action and Adaptation Plan (CAAP) Dashboard

Dear Ms. Kawelacher,

We are honored to prepare this proposal for the Yolo County (County) Climate Action and Adaption Plan (CAAP) Dashboard in response to the County’s Request for Proposals (RFP#GSDRFPKK2452). The consulting team includes Michael Hendrix Consulting (MHC) as the lead consultant, primary contact, and project management, Dr. Cheryl Laskowski as Deputy Project Manager and stakeholder outreach, and Kausal Inc. to develop the software programing of the Dashboard.

MHC and the entire consulting team meet the minimum qualifications stated in the County’s RFP and understand the work to be done. The consulting team can accomplish the scope of services in a comprehensive and thorough manner to meet the needs and aspirations of the County.

This consulting team offers the County extensive experience in climate action planning, climate resiliency, and dashboard design specifically tailored to the County’s need for tracking and reporting progress of the CAAP. Michael Hendrix was on the Dudek consulting team leading the development of the GHG inventories, forecasts, strategies, measures and actions within the

County’s CAAP. Dr. Cheryl Laskowski managed the California Air Resources Board (CARB) Cap and Trade program, and other statewide GHG reduction programs. She also led many of the CARB stakeholder engagement programs to educate stakeholders and the public as well as listen to input from the public on CARB’s GHG reduction efforts. She is also located locally in Sacramento and is able to meet in person when needed to ensure prompt responses from the consulting team. Kausal Inc. and their climate dashboard designs originated from the City of Helsinki’s need to track and communicate progress on the City’s climate action plan. Kausal’s software is solely focused on climate action planning dashboards, and they will design this CAAP Dashboard to be easy to use, update, and serve as a collaborative tool for the County’s Green Team in their duties to update progress of the strategies, measures and actions within the CAAP.

MHC looks forward to working with the County on this project. Please reach out to Michael Hendrix at mhendrix@MichaelHendrixConsulting.com or 951.236.1896 with any questions.

Sincerely,



Michael Hendrix
Principal Consultant

Authorized Representative	
Name	: Michael Hendrix
Title	: Principal Consultant, MHC
Headquarters	: 18227 Rancho Rd. Hesperia, CA 92345
Phone	: 951.236.1896
Email	: mhendrix@MichaelHendrixConsulting.com

I. General Company Information

Name : Michael Hendrix Consulting
EIN : 88-2909519
Address : 1558 Ranchero Road, Hesperia, CA 92345
Telephone : (951) 236-1896
Website URL : www.MichaelHendrixConsulting.com

Michael Hendrix Consulting (MHC) is a sole proprietorship firm. Michael Hendrix was part of the Dudek team that developed the Yolo County CAAP and led the effort in developing the strategies, measures, and actions within the CAAP. In this project, Micheal Hendrix will lead the consulting team of talented subconsultants in providing Yolo County a collaborative, easy to use Dashboard for the County’s Green Team and other staff to update with inputs. MHC was founded in April of 2022 and is a dynamic sustainability and climate action planning firm that provides individual solutions to each client. Our clients seek our assistance with their high-priority projects where unique environmental compliance issues need innovative solutions. MHC is dedicated toward providing useful and implementable strategies within the plans, programs, and projects we work on that increase the health, welfare, and safety of the communities they serve. This reflects our belief that our analyses and plans need to function in a coherent, efficient, and implementable fashion that fits the project and character of the community and local government in which they reside.

MHC has provided local agencies throughout California and Oregon climate action planning monitoring and tracking mechanisms including dashboards to serve in reporting progress of CAPs and CAAPs. In many cases, MHC has worked with the local agency’s IT department and/or hired web-based software developers to assist in the work. Local agencies that MHC has provided these services to over the last 2+ years include the City of Agoura Hills, Buena Park, Chino, and Lincoln City, Oregon to name a few. Many of these climate action planning projects

were grant funded and had tight deadlines and budgets that could not be amended. In all these cases, the projects have been completed on time and within the budget constraints of the grant funding.

Responsiveness/Demonstrated Competence: MHC has never defaulted on a contract. MHC has never been suspended, decertified, or barred from working for any of our clients including local agencies. MHC has never been a party in a legal dispute and no one has filed a claim against MHC in court or arbitration. MHC resolves conflicts by working with the client to find solutions that meet the goals of the project. MHC will work closely with the County to identify and implement corrective actions for issues that may come up during the development, implementation, and operation of the dashboard over the course of the contract. In the unlikely event that an issue arises with MHC’s performance or the performance of one of our subconsultants, Michael Hendrix will immediately investigate the situation and develop appropriate corrective actions. Once corrective actions have been implemented, MHC will follow up with the County to verify that the issue has been resolved. MHC will disseminate the results of the corrective action process to the consulting team to avoid repeating similar issues under the contract.

The following provide general company information on the two subconsultants (Kausal Inc, and Cheryl Laskowski Consulting) that were chosen by MHC to best serve the County in providing the Yolo County CAAP Dashboard.

Kausal



Name : Kausal Inc
EIN : 98-1736854
Address : 7901 4th St N Ste 300,
St Petersburg, FL 33702
Telephone : (778) 200 9020
Website URL : <https://kausal.tech>

Name : Cheryl Laskowski Consulting,
LLC
EIN : 93-4090071
Address : 4651 23rd Street,
Sacramento, CA 95822
Telephone : (619) 203-4998
Website URL : www.CherylLaskowski.com

Kausal originated from a project within the City of Helsinki for the implementation of the city’s climate action plan. Back then Kausal’s founder was Helsinki’s climate action coordinator, and she faced the challenge of tracking and communicating progress of the climate actions efficiently, given that there were so many stakeholders involved. Once the open source tool built out of that project was launched, there was an organic demand from other municipalities which compelled the founding of Kausal to develop the tool further and provide it to public administrations, empowering them to turn climate goals into actions.

Headquartered in Helsinki, Finland, Kausal has been working with more than 50 cities and regions across three continents. Recently the City of San Diego published a press release highlighting their climate dashboard developed by Kausal. Some other clients in the US are the City of St. Paul and the City of Longmont. With a remote-first work culture, Kausal currently has a team of 25 employees with a single focus: to build the world’s most powerful and easy-to-use tools for smart climate actions by enabling accuracy, accountability, and transparency.

Cheryl Laskowski Consulting (CLC) delivers consulting services in climate policy, clean transportation, and low-carbon fuel programs. Led by Dr. Cheryl Laskowski, who brings over 15 years of experience in regulatory compliance, policy development, and program leadership, CLC specializes in helping clients achieve sustainable and measurable outcomes in low-carbon and climate resilience initiatives.

Dr. Laskowski led some of the first Climate Action Plans in the state, including the City of San Diego, Monterey Park, the County of San Diego, and the South Bay Cities Council of Government jurisdictions. She brings technical expertise, project management, and outreach leadership skills and will act as the Deputy Project Manager and lead for Task 5. Cheryl has led workshops attended by nearly 900 stakeholders with widely varying views, maintaining order and moving policy discussions forward. She has also worked extensively with local jurisdictions, in communities, and with municipal staff, to connect science and municipal goals with people’s everyday lives. CLC is excited to help her neighboring county’s staff and community engage in and help mitigate climate impacts.



II Capabilities, and Skills

A. Vendor Minimum Requirements

The consulting team meets the County’s minimum requirements. Each key member of our team has a minimum of five (5) years’ experience performing the services required in this RFP. Please note that while MHC was formed in 2022, Michael Hendrix has over 26 years’ experience in climate action planning including CAAP dashboards and other monitoring mechanisms.

B. Capabilities and Skill

The table below provides personnel roles, qualifications, and education:

Name and Role	Qualifications	Education	Photo
Michael Hendrix, MHC Project Manager	26+ years’ climate action planning project management experience	BS Environmental Science, University of California	
Dr. Cheryl Laskowski, CLC Deputy Project Manager	15 years’ climate action planning project management experience	PhD in Ecology from San Diego State University and UC Davis	
Jouni Tuomisto, Kausal Chief Science Officer	35+ years’ experience in data metrics and CAP dashboards	Dr. Med. Sci., University of Kuopio, Finland	
Tero Tikkanen, Kausal Chief Design Officer	20+ years’ experience in dashboard design, user interface	BA & MA Graphic Design & International Design Business Management, Aalto University, Helsinki, Finland	
Ida Sihvonen, Kausal Dashboard Set Up	3+ years’ experience in dashboard development project management	MS, Environmental Change and Global Sustainability, University of Helsinki, Finland	
Timo Tuominen, Kausal Dashboard Design	14+ years’ experience in software and dashboard development	MS Computer Science, Theoretical/ Mathematical Physics, University of Helsinki, Finland	

Note: Resumes can be viewed [here](#). They are not included with the proposal due to the 20-page-limit.

Exhibit “B”: Proposal Qualifications & Experience

Relevant Experience: The following provides a brief summary of relevant projects that the consulting team have successfully delivered within the last 2 years:

1. Yolo County Climate Action and Adaptation Plan (CAAP) Update

Dates : Dec 14, 2022 - Sep 14, 2024
Contact : Kristen Wraithwall
Job title : Sustainability Division Manager
Telephone : (530) 666-8047
Email : kristen.wraithwall@yolocounty.org
Key personnel : Michael Hendrix

Brief description: Yolo County’s CAAP Update includes an emphasis on equity, which begins with the Community Engagement and Equity Strategy, and which will be woven into all aspects of the planning effort. Mr. Hendrix provided the County’s GHG emissions inventory update and the development of emission reduction strategies, measures and actions. During the process Mr. Hendrix provided presentations to the Yolo County Climate Action Commissions (YCCAC) coordinated with University of California, Davis Resource Conservation Districts and others for an inventory of working lands emissions and carbon sequestration strategies.

2. City of Chino Climate Action Plan (CAP), CAP Update, and CAP Monitoring Program

Dates : Jun 20, 2013-Jun 30, 2015, and Jul 18, 2019 to present
Contact : Warren Morelion, AICP
Job title : City Planner
Telephone : (909) 334-3332
Email : wmorelion@cityofchino.org
Key personnel : Michael Hendrix

Brief description: Michael Hendrix was the Project Manager overseeing data collection in the GHG emissions inventories for the City of

Chino and the planned implementation of emission reduction measures in both the 2013 CAP and the 2020 CAP Update. The project also included a climate change risk analysis and adaptation measures to address climate change impacts within the City. During the 2020 CAP Update Mr. Hendrix worked with the City’s IT Department and developed its CAP Monitoring Program, which works within the Permit Application (Ascentis) software and provided a CAP Monitoring system. Mr. Hendrix continues to work with the City each year supervising the annual progress report and updating the monitoring system emission factors and other technical updates to ensure the monitoring system is current.

3. San Diego County Water Authority (SDCWA) 2023 Climate Action Plan Update

Dates : Dec 14, 2022 to Present
Contact : Anjuli Corcovelos
Job title : Senior Water Resources Specialist
Telephone : (858) 522-6600
Email : ACorcovelos@sdcwa.org
Key personnel : Michael Hendrix

Brief description: SDCWA initiated its first Climate Action Plan (CAP) in 2011 and has integrated sustainability, renewable energy and climate action planning into the SDCWA business approach for decades. For the 2023 CAP Update, Mr. Hendrix provided a detailed cost/benefit analysis of various GHG reduction scenarios designed to achieve the Statewide 2030 and 2045 reduction targets. The focus of GHG reductions is to find ways of achieving emissions reductions that also significantly reduce long term operational costs and provide the best approach for SDCWA to become energy independent and net carbon neutral. The analysis of GHG reductions include initial up front implementation costs and return on investments (ROI) in determining the best solutions to emissions reductions.

4. Setup of the Climate dashboard for the City of San Diego

Dates : Sep 13, 2023 - Apr 22, 2024
Contact : Marissa Westerfield
Job title : Program Coordinator
Telephone : (858) 492-6005
Email : mwesterfield@sandiego.gov
Key personnel : Ida Sihvonen, Tero Tikkanen, Timo Tuominen, Joe Smallwood

Brief description: The Climate Dashboard shows real time progress on San Diego’s environmental goals. The City’s landmark Climate Action Plan (CAP) established a goal of net-zero greenhouse gasses by 2035, committing San Diego to an accelerated trajectory for greenhouse gas reductions. The CAP contains several strategies for achieving this goal.

In order to engage San Diegans in tracking the climate action plan progress, the Climate Dashboard serves as a central platform for up-to-date data collection and distribution, enabling stakeholders to monitor key metrics and track progress on individual CAP actions. The dashboard includes detailed action pages, task lists and due dates, making goals and implementation progress easy to follow and understand.

5. Setup of the Climate action dashboard for the City of St Paul

Dates : May 23, 2022 - Jan 20, 2023
Contact : Liz Boyer
Job title : Climate Action Coordinator
Telephone : (651) 266-8840
Email : liz.boyer@ci.stpaul.mn.us
Key personnel : Ida Sihvonen, Tero Tikkanen, Timo Tuominen

Brief description: The climate action dashboard shows real time progress on St. Paul’s Climate Action and Resilience Plan, which aims to achieve carbon neutrality in city operations by 2030 and citywide by 2050. This Dashboard

was created to showcase the comprehensive and inclusive efforts being undertaken by the City and its partners. It’s a powerful example of how local action can make a global impact. The plan contains six categories and 14 sections. Kausal Watch brought a systematic structure for developing the emission reduction measures and their KPIs, and supported the climate team in assigning the responsibilities across the organization in an engaging way.

6. Setup of the Longmont Indicators dashboard for the City of Longmont

Dates : Feb 28, 2023 - Sep 26, 2023
Contact : Francie Jaffe
Job title : Sustainability Coordinator
Telephone : (303) 774-4468
Email : francie.jaffe@longmontcolorado.gov
Key personnel : Ida Sihvonen, Tero Tikkanen, Timo Tuominen, Jouni Tuomisto

Brief description: Longmont Indicators dashboard was created to track the City’s progress toward achieving Envision Longmont and sustainability goals. It is used to support the implementation of five different sustainability-focused plans, including their Climate Action Recommendations Report. Besides the official Business as Usual and the Climate Action Initiatives scenarios, the users can create interactive scenarios themselves, which makes comparing their 23 prioritized GHG emission measures more transparent also for citizens and decision makers.

7. California Air Resources Board Low Carbon Fuel Standard

Dates : Dec 21, 2020 - Oct 24, 2023
Contact : Anil Prabhu
Job title : Branch Chief, CARB
Telephone : (916) 204-3894
Email : Anil.Prabhu@arb.ca.gov
Key personnel : Cheryl Laskowski

Brief description: The Low Carbon Fuel

Exhibit “B”: Proposal Qualifications & Experience

Standard (LCFS) is one of California’s most impactful climate policies, generating approximately \$4 billion annually in incentives for low-carbon transportation fuels across different sectors. With stakeholders ranging from major fossil fuel producers to local community advocates, the LCFS brings together interests that are often diverse and sometimes conflicting. For 3 years, Cheryl led a team of 30 to manage and advance the LCFS program, overseeing 10 workshops with hundreds of attendees to facilitate open and constructive dialogue. Cheryl maintained a productive atmosphere during these sessions, ensuring that each stakeholder, regardless of background, could engage meaningfully. Under her leadership, the team enhanced the program’s transparency by expanding its data dashboard, increasing accessibility and visibility of LCFS metrics for a broad audience: LCFS Data Dashboard. Cheryl met daily with stakeholders of varying familiarity with the regulation, providing clear, relevant information to groups that included community members, private equity investors, and low-carbon fuel providers. Her team successfully managed the program’s growing complexity and initiated a major program update, positioning the LCFS for sustained impact and ongoing regulatory advancement.

8. Monterey Park Climate Action Plan

Dates : 2011 - 2012
Contact : Jack Wong
Job title : Consultant to the City
Telephone : NA
Email : jwong.jwa@gmail.com
Key personnel : Cheryl Laskowski

Brief description: Though completed more than two years ago, this project highlights Cheryl’s adaptability in working with both staff and community members, as well as her expertise in developing and conveying technical tools for long-term use.

The City of Monterey Park, one of the early adopters of a Climate Action Plan (CAP) in Southern California, received grant funding from the American Recovery and Reinvestment Act to support its efforts. With a strong focus on community engagement, Cheryl served as project manager and lead technical expert, guiding the city through a collaborative process. She led multiple community meetings to align CAP objectives with the community’s air quality priorities and demonstrated how the plan could address broader environmental and health goals. To support ongoing CAP monitoring, Cheryl developed a custom spreadsheet tool for city staff, providing tailored functionality for tracking progress. She conducted extensive staff training sessions and adapted the tool to accommodate the city’s technical capacity and data management practices, ensuring a practical, sustainable resource for continued use.

9. Affordable Housing and Sustainable Communities Program

Dates : May 2015 - Oct 2016
Contact : Cari Anderson
Job title : Assistant Division Chief, CARB
Telephone : (916) 469-9522
Email : Cari.Anderson@arb.ca.gov
Key personnel : Cheryl Laskowski

Brief description: Although this project occurred before the past two years, it exemplifies Cheryl’s ability to facilitate productive discussions and build positive momentum across diverse stakeholder groups. In 2015, Cheryl joined CARB to support the multi-billion-dollar Greenhouse Gas Reduction Fund (GGRF) and took on oversight for the Affordable Housing and Sustainable Communities Program, led by the Strategic Growth Council (SGC). At the time, the program was experiencing significant internal and external challenges. Cheryl collaborated closely with SGC, joining a workgroup to clarify CARB’s role and align SGC’s program goals with GGRF

Exhibit “B”: Proposal Qualifications & Experience

requirements. She updated critical technical documentation and partnered with model developers on essential improvements to CalEEMod, simplifying application processes for applicants. Cheryl also led a statewide outreach initiative to demystify the program’s technical application, transforming interactions with initially frustrated stakeholders into positive engagements. Her efforts resulted in a clearer, more accessible program that enabled a broader range of stakeholders to participate effectively.

10. Strategic Services and Education for the Low Carbon Fuel Standard Program

Dates : Jan 2024 - Present
Contact : Nina Robertson
Job title : Senior Attorney
Telephone : (847) 636-1486
Email : nrobertson@earthjustice.org
Key personnel : Cheryl Laskowski

Brief description: Cheryl Laskowski Consulting (CLC) provides strategic guidance to Earthjustice on navigating California’s Low Carbon Fuel Standard (LCFS) program. Leveraging her extensive experience with CARB and the LCFS, Cheryl assists Earthjustice in comprehending and responding to CARB’s regulatory proposals, equipping the nonprofit with insights needed to effectively advocate for strong climate policies.

Cheryl’s role encompasses advising Earthjustice on how to engage constructively with CARB staff, Board members, industry stakeholders, and the media. Given the LCFS’s technical complexity and significant impact across sectors, Cheryl has been instrumental in helping Earthjustice’s legal team interpret the climate implications of proposed policy changes. Her support enables Earthjustice to articulate informed perspectives, fostering engagement strategies that are both technically grounded and aligned with the organization’s mission to drive environmental

justice and sustainable climate policy. Cheryl’s expertise has strengthened Earthjustice’s advocacy, enhancing its ability to influence the regulatory landscape for low-carbon fuels in California.

11. Strategic Services and Education for the Low Carbon Fuel Standard Program

Dates : Jul 2024 - Oct 2024
Contact : Nicole Hutchinson
Job title : State Policy Director
Telephone : (818) 667-7774
Email : nhutchinson@calstart.org
Key personnel : Cheryl Laskowski

Brief description: Cheryl Laskowski Consulting (CLC) delivered a series of specialized internal webinars for CALSTART, designed to deepen the team’s knowledge of clean fuel policies, with a primary focus on the Low Carbon Fuel Standard (LCFS). CALSTART sought to better understand the complexities of clean fuels and identify strategic engagement opportunities in program development. Cheryl’s expertise uniquely combined technical depth with policy insight, making her an ideal fit to guide CALSTART staff in this specialized field. Across multiple sessions, Cheryl provided clear, targeted information on topics such as LCFS fundamentals, market operations, zero-emission vehicle (ZEV) integration within LCFS, and the interplay between LCFS, the Renewable Fuel Standard (RFS), and other clean fuel policies. Each session featured a Q&A segment, allowing staff to explore the nuances of LCFS as they related to CALSTART’s goals. Cheryl also offered tailored guidance on identifying program elements in legislation that could impact CALSTART’s objectives, highlighting potential opportunities and challenges. By adapting each session to the team’s level of understanding and professional roles, Cheryl empowered CALSTART with the knowledge to engage effectively in clean fuel policy discussions and program development.

III Proposer’s Understanding and Approach

A. Summary of Understanding and Approach

The consultant team understands its responsibilities are to assist the County in the preparation and initiation of the Yolo County CAAP Dashboard that fulfills the values specified in the RFP on pages 3 through 6. We will work with County staff, County’s Green Team, and the Yolo County Climate Action Commission (YCCAC) to identify the relevant metrics, the collection and integration of data, and key reporting capabilities into an easy-to-navigate online dashboard. The dashboard will include data analytics, real-time scenario building, interactive visualizations, and progress tracking and reporting. The consulting team will be responsible for the development, initiation, and maintenance of the dashboard platform including regular updates, and support through 2026. Based on our experience potential problems include the following:

- County staff burdened with new responsibilities in providing regular data updates to a dashboard interface on top of their regular day-to-day duties.
- A complex dashboard interface that requires a significant learning curve for staff to overcome.
- A dashboard that includes metrics tracking Measure NWL 1a. Carbon Credit Exchange to create carbon credits through climate-smart agricultural practices, which will require tracking credits available for purchase, purchased credits, and credits retired to meet the CAAP’s Reduction Target.
- Providing public interactive components too soon in the dashboard initiation process, which requires additional County staff time to manage and does not integrate into the CAAP.
- Providing a customized, intuitive dashboard interface with public interactive

visualizations and real-time scenario building, that also tracks a County carbon credit program at a budget of \$100,000.

To address the first two problems listed above, MHC teamed with Kausal Inc. because of the dashboard platform they provide. The founding partners of Kausal Inc. developed their dashboard concept as part of their job as City staff in charge of reporting to the public progress of the Climate Action Plan for the City of Helsinki. They perfected the dashboard interface to be an easy-to-use interface that is internally collaborative allowing many users with a distinct hierarchy of permissions to update and/or change data within the dashboard based on each user’s identified role in updating the dashboard.

To address the last three problems listed above, MHC proposes a phased approach to the dashboard that starts with basic functions, refines those functions based on County staff experiences with the interface and public perception of the dashboard, and once the basic functions of monitoring and reporting are refined, builds upon that platform added capabilities including public facing interactive components that are clearly connected to the Yolo County CAAP progress reporting function of the dashboard.

The proposed phased approach is as follows:

- Phase 1 will develop an easy-to-use public facing dashboard that provides all the basic functions needed for the County to provide CAAP monitoring and progress reporting in a format that is visually pleasing and transparently informative on CAAP progress. During phase 1, the consulting team will pursue additional grant funding for phases 2 and 3 and ensure the long-term viability of the Yolo County Dashboard.
- Phase 2 refines the dashboard basics built during phase 1 based on County staff

Exhibit “B”: Proposal Qualifications & Experience

recommendations and public perception of the dashboard. Phase 2 also integrates the metrics needed for the County’s Carbon Credit Exchange as described in The CAAP Measure NWL 1a. This will involve both an internal facing tracking mechanism that is required to conduct carbon credit exchanges, and a public facing progress reporting on metrics related to additional sequestration achieved through Measure NWL 1a. Finally, phase 2 will provide interactive games and quizzes the public can use that are related to CAAP progress reporting.

- Phase 3 refines the internal and external dashboard components related to tracking CAAP Measure NWL 1a. Based on County staff input and public comments. Phase 3 will also expand the capabilities of the dashboard to also provide a public interactive component related to the CAAP Strategy 9, Reduce Carbon Footprint of Consumption and Production (RCP). The consulting team will develop a Responsible Consumption Program for the public to participate in related to CAAP Measure RCP 1. This program will allow the public to track their own carbon footprint on the dashboard (both baselining and tracking progress toward reducing their carbon footprint) so that the public has an interactive platform clearly based on the CAAP with dashboard metrics related to Strategy 9.

The following proposed Scope of Work fulfills Phase 1 of the Yolo County CAAP Dashboard.

B. Proposed Scope of Work

Task 1: Project Management

Management of this project is set up to assist the County in the successful implementation of a public-facing, user-friendly, interactive CAAP dashboard to track key metrics in GHG reductions, climate resiliency efforts, and public education programs within the CAAP. To do this,

project management focuses on four key aspects of the project: 1.) fulfilling the grant requirements that is funding the project; 2.) collaborative project planning with the County’s Sustainability Division staff that includes quality control procedures, and schedule of regular progress meetings and key deliverables; 3) communication that is a collaborative process between the County’s Sustainability Division staff, The County’s Green Team, and the consultant team; and 4) project controls that ensure that the project stays on schedule within budget and provides quality deliverables throughout the project. Michael Hendrix will serve as Project Manager and main point of contact. He has over 26 years of experience in climate action planning including CAAP monitoring and public-facing dashboards. Dr. Cheryl Laskowski will serve as Deputy Project Manager. She has over 15 years’ experience in climate action planning, and climate change focused public and stakeholder outreach experience. Cheryl works out of Sacramento and can meet in person with County staff on short notice if needed during project implementation. The following subtasks further describe the four key aspects of project management.

Grant Funding: The CAAP Dashboard is funded by a federal grant through the American Rescue Plan Act which has requirements that include quarterly reports that describe the progress of the project compared to the budget and schedule, and deliverables provided to the County during the quarter. MHC will draft quarterly reports in the format prescribed by the American Rescue Plan Act. These quarterly reports will include timecards from the consulting team that documents the hours billed to the project. The draft quarterly reports will be submitted to the County’s Sustainability Division staff for review, edits and comments. MHC will incorporate all edits, address all comments, and provide the final quarterly report to the County for submission.

Exhibit “B”: Proposal Qualifications & Experience

In addition to the current grant, the consulting team will seek out additional grants to fund Phases II and III of the Dashboard as described in the approach. This effort will be coordinated with the County’s Sustainability Division Project Manager.

Project Planning: Planning is a critical step in the successful management of every project. Project managers (the County’s Sustainability Division Project Manager, Michael Hendrix, and Dr. Cheryl Laskowski) will begin the planning stage prior to the project kick-off meeting, continue through the refinement of key deliverables, and continue applying an adaptive approach throughout project execution. Planning considerations include the following:

- Clarifying the County expectations and requirements and confirming the project goals and outcome.
- Communicating with the County’s Sustainability Division, Green Team, Yolo County Climate Action Commission (YCCAC), and other stakeholders that the County determines will best serve the project.
- Iteratively estimate and refine resource requirements, level of effort, and cost of each deliverable.
- Monitoring project budget and schedule.
- Integrating quality standards at each project stage.

Communication: The most-effective project manager is one who facilitates the continual flow of information, data, and guidance among the County and the consultant team members. We achieve constant communication as follows:

- Bi-weekly project team meetings on MS Teams or Zoom with the County’s Sustainability Division staff and the consultant team to coordinate work efforts, monitor task completion, review budget conformance; and discuss project milestones, activities, and potential issues that may arise.

- Regularly calling or emailing the County’s Sustainability Division staff between the bi-weekly meetings to discuss data needs, issues that arise, and to better collaborate with the County.
- At the County’s discretion, meet with the YCCAC via Zoom to provide progress reports and gain insights from this stakeholders group on their expectations of the CAAP Dashboard’s functionality.
- Updating as necessary, the project description, task deliverables refinement, schedule, work progress reports, and/or data needs, so that all team members are aware of information that may affect their work products and schedules.
- Diligently documenting issues, resolutions, action items and collaborative decisions.
- Providing the County’s Sustainability Division staff with draft quarterly reports required by the grant funding and addressing County edits/comments to finalize the quarterly reports.

Project Controls: monitor and control the project budget, schedule, and quality using a suite of tools from project inception to completion. Project management tools include real-time project budget management, schedule management, and quality assurance/control checks. As the Dashboard advances, Michael Hendrix as project manager communicates with the team regularly to evaluate resources, budget, and schedule.

Data collected or received by the consultant team is cataloged in a master data intake database that is stored in a commonly accessible network location. Consultant team-generated data will undergo quality control checks for completeness, accuracy, and precision.

The consultants’ editorial teams will work closely with our project manager to apply the highest standards of quality to all County

Exhibit “B”: Proposal Qualifications & Experience

deliverables. The following process will be used:

- **Technical Review:** An appropriate technical reviewer will be assigned to all written work products. This step in the review process is focused on the legal adequacy and technical accuracy of all deliverables, and multiple reviewers may be used depending on the complexity of the document.
- **Editorial Review:** Once the technical review is complete, editors will conduct an editorial review of deliverables. Prior to submission to the County, each document/deliverable will be formatted by the consultant team’s publications staff.
- **Software Production.** The consultant team’s editorial staff will review the quality of each formatted portion of the CAAP Dashboard before publication. The editorial staff, in collaboration with the information technology staff, will produce and publish the web versions of project deliverables.

Task 1 Deliverables:

- Detailed Project Plan, identifying the project kick-off meeting, regular progress meetings, project schedule for deliverables, and quality control standards as described above.
- Biweekly meeting agendas, and meeting notes that include action items and meeting summaries.
- PowerPoint slides and other supporting material for YCCAC meetings via Zoom.
- Quarterly reports that follow the grant funding requirements.

Task 2: Draft Data Metrics

The consulting team in collaboration with the County’s Sustainability Division staff and the Green Team will determine the key data required in the development of tracking systems for the 10 core strategies, 40 measures, and 180 distinct actions outlined in the 2030 CAAP. We will also coordinate with the YCCAC and other

stakeholders to identify the most effective data metrics and climate resilience stories for inclusion in the dashboard. At least one YCCAC meeting and one stakeholder workshop will be held to gather feedback on proposed metrics and reporting methods. MHC also proposes that on the actions related to Municipal Operations, include a set of metrics that will show the initial investment made, estimated return on investment (ROI), and dollars saved each month resulting from implementation of County actions related to energy savings in municipal buildings and facilities, and fuel savings related to electrification of the municipal fleet. These added metrics will provide elected officials and the public the opportunity to see long-term environmental and monetary efficiencies.

Data relevant to the 180 distinct actions will be further divided into those actions that have quantifiable GHG reductions, supporting actions that contribute to GHG reductions but cannot be quantified separately, climate resiliency actions that have quantifiable metrics, and educational actions that support GHG reductions or resiliency actions. Through a collaborative effort with the County’s Sustainability Division staff, the Green Team, and input from the YCCAC and other stakeholders, the consulting team will develop draft data metrics that could be used for each of the types of actions. For non-quantitative actions such as education, the consulting team in collaboration with County’s Sustainability Division staff, the Green Team, and input from the YCCAC and other stakeholders, will develop metrics such as number of workshops, or published educational material the County is able to complete as the metric to measure.

The actions will then be grouped based upon the 40 measures each action supports, and the measures will be grouped based upon the 10 core strategies the measures support. This hierarchy used in the CAAP will be reflected in the dashboard so that the public can see in real

Exhibit “B”: Proposal Qualifications & Experience

time the progress made with each strategy, measure and action. These draft data metrics will be used to create interactive tools and data visualizations for the dashboard, enabling real-time progress tracking and scenario modeling.

Task 2 Deliverables:

- At least one YCCAC meeting via Zoom, and one stakeholder workshop to gather feedback on proposed metrics and reporting methods. The meeting(s) and workshop(s) will include PowerPoint presentations or other supporting material for the meetings/workshops and agendas.
- Draft set of GHG reduction and resiliency metrics for each action, grouped by measures and strategies including data sources needed and visual tools to be integrated into the CAAP Dashboard.

Task 3: Finalize Data Metrics for the Dashboard

Based on stakeholder input, the consulting team will refine and finalize the climate action and resilience metrics and develop a monitoring plan for them. The consultant team will collaborate with the County’s Sustainability Division staff and the Green Team to develop a draft climate adaptation and resilience narrative and content to tell the story of the CAAP in relation to the desired message and metrics. This narrative will be woven into the dashboard with the metrics serving as visual aids to make CAAP progress understandable. The consultant team will develop a monitoring plan to ensure consistent and ongoing data collection (including considerations for long term cost and feasibility in measuring identified metrics).

Task 3 Deliverables:

- Final recommended metrics.
- Draft and final prototypes of the dashboard interface.
- Draft and final monitoring plan.
- Draft and final climate resilience narrative.

Task 4: Dashboard Development

Based on input from Tasks 2 and 3, the consulting team will set up an interactive, user-friendly and visually engaging dashboard. The County climate and resilience story will be woven into the dashboard, as the structure, text and graphics on the dashboard will be customized during the setup process.

The dashboard will be the primary tool for residents, County staff and decision makers to track the County’s progress towards its climate goals. Interactive charts, progress bars, as well as search and filter functionalities will make it easy for residents, stakeholders and County staff to understand the data presented.

The dashboard is public-facing and will have a custom look and feel that follows the County’s brand guidelines. Icons and photos from the CAAP will also be incorporated. The content will be arranged according to the CAAP implementation framework that has three main components: strategies, measures and actions. Each action page will display its implementation phase, relevant information from the CAAP and the metrics identified in Task 2 and 3.

During the setup phase, the consulting team will populate the platform and conduct a training session to County staff to securely edit and update data, metrics and content. The back-end system is so simple that after the training, the staff should be able to make any edit easily, and the consultant team will be there to support the staff. There is an unlimited number of users who could be given access to the back-end system, so each action owner could be assigned the responsibility to update the actions and/or indicators they own. This will significantly save the staff time in getting updates on the action progress and communicating them to everyone.

The platform has two user roles: 1) plan admin, which has full editing and publishing rights, and 2) contact person, which has editing and publishing rights limited to the actions they are



Figure 1. An example of the dashboard landing page from the City of San Diego.

assigned to. The access to the back-end system is protected by a user name and a password, and single-sign-on (SSO) can be configured so that the staff will not need separate login credentials. This would only require a simple approval from the County’s IT department.

The dashboard also includes a scenario tracking tool that allows both public and staff users to explore different emission reduction pathways based on varying levels or choices of actions or interventions. With arrow diagrams and visualization of parameters that are affected in causal chains between actions and emission reductions, it will visualize how the actions contribute to meeting the CAAP goals. The CAAP already has baseline inventory and various projections modeled, so Kausal will incorporate the calculation models into the dashboard to make it interactive and much easier to understand by the public, the staff and decision makers.

The public dashboard will be optimized for both desktop and mobile use. It will be compatible with major web browsers and meet WCAG accessibility standards and comply with ADA so that all residents, including those with disabilities, can interact with it. Kausal will host, maintain and update the platform so that there

is very little effort required of the County to maintain it, but should the County wish to take over its operation, the platform is open source so there is no vendor lock. The dashboard could be linked to the existing CAAP portal, or if desired, the relevant information in the portal could be transferred to the dashboard and then the dashboard could be published using the same web address.

If the County has existing data tools e.g. Power BI, Tableau, ESRI/ArcGIS, it is possible to embed the data/charts/graphs from those tools onto the dashboard pages so that the existing data flows do not need to change, yet the data will get communicated more effectively to all stakeholders without accessibility issues.

Compared to a static, long document, the dashboard will allow the public to learn about the CAAP in a digestible amount with a user-friendly format and an easy navigation. In addition, the dashboard will allow the public to submit feedback through a custom form on each action page.

The County staff will be able to configure and generate custom reports which will contain a snapshot of the data at the time the report is generated. The dashboard also supports

Exhibit “B”: Proposal Qualifications & Experience

multiple languages. The current proposal includes English and Spanish, but additional languages can be supported in the future.



Figure 2. An example of the dashboard view

In summary, the dashboard will be an effective tool for the County to monitor progress and engage the community in the CAAP implementation, while making it easy for the County staff to manage the data and have cross departmental collaboration.

Task 4 Deliverables:

- Dashboard that includes all the key functionalities and design elements including data visualizations, scenario tracking, public interaction tools, and real-time data integration.
- Integration of dashboard into the existing website through website links.
- Detailed dashboard guide for County’s Sustainability Division staff and Green Team outlining how to use, update, and maintain it during and after the contract period.
- Dashboard demo and testing with the County’s Sustainability Division staff and Green Team, prior to acceptance.

Task 5: Public Engagement

Building on task 4, Task 5 will focus on effectively launching and promoting this innovative tool to the community. The strategy will involve tailored communication and engagement initiatives to promote the dashboard as a community tool in support of the County’s climate action efforts. We will work

with County staff to develop a tailored strategy, which may include:

Robust Training: Conduct outreach training for County staff, transforming them into confident ambassadors of the dashboard. They will learn to navigate its features expertly and interact effectively with the public, thereby enhancing the tool’s long-term utility.

Interactive Launch Events: Develop launch events featuring live demonstrations of the dashboard and interactive sessions at community centers such as farmers’ markets, school events, and the Yolo County Fair.

Engaging Educational Materials: Design compelling materials, including handouts and booth banners that can be used at multiple events, and digital content like QR codes to embed in newsletters or related outreach efforts. These materials will guide users directly to the dashboard, streamlining engagement and promoting active participation.

Digital Engagement: Maximize reach through targeted social media campaigns and video tutorials for using the Dashboard. Train staff in content creation to allow regular updates that provide ongoing engagement and education to the community. These will keep the community informed and involved, fostering a sense of ownership and pride in their collective efforts.

We know that sustained education and interaction will build momentum to maintain and build upon the County’s sustainability goals, and champion individuals toward climate friendly actions. By empowering County staff and engaging directly with the public, we will build a lasting relationship between the community and the dashboard, enhancing trust and fostering a collaborative approach to achieving the County’s ambitious climate goals.

Task 5 Deliverables:

- Outreach strategy

IV. Proposed Schedule

Year 2024-2026
PROJECT SCHEDULE

Project Title		Yolo County CAAP Dashboard																								Summary	
Task Number	Task Title	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	Summary
1 Project Kickoff and Manager																											
1.1	Kickoff Meeting	★																									Kickoff meeting with meeting agenda.
1.2	Project Management	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	Includes adaptive management, monthly invoices, quarterly progress reports, monthly meeting agendas/notes.
1.3	Grant Funding Research and Recommendations																										Periodic recommendations on grant funding opportunities to continue into phases 2 and 3.
2 Draft Data Metrics																											
2.1	Identify key data to use.			★																							In collaboration with the Sustainability Division, the Green Team and the YCCAC, ID data and metrics to use.
2.2	Costs, savings, and ROI on Municipal Actions.																										Develop metrics related to County implementation costs, money saved, and return on investment (ROI)
2.3	Draft Data Metrics																										Define metrics grouped by measures and strategies for use in the dashboard
3 Finalize Data Metrics for the Dashboard																											
3.1	Refine metrics for Review																										The metrics will be refined based on Green Team, YCCAC and other stakeholders for County review.
3.2	Finalize Data Metrics for the Dashboard																										Based on County review and edits, the data metrics will be finalized.
4 Dashboard Development																											
4.1	Develop Dashboard																										Customize dashboard functions to track the metrics identified in Tasks 2 and 3
4.2	Set-up Dashboard																										Set up dashboard and integrate it into the County's CAAP website
4.3	Dashboard testing demo																										Testing and refining dashboard prior to going live.
4.4	User guide, training, and maintenance.																										Provide user guide, train staff, go live and provide periodic updates and maintenance.
5 Public Engagement																											
5.1	Oureach Strategy																										Training program for staff. Develop interactive-launch events, develop engaging educational materials and digital engagement.



Star denotes meetings

* Schedule shows when the Oureach Strategy is developed. Implementation of the Oureach Strategy will occur throughout the schedule with key meetings shown in Task 2 and Task 4.

**Yolo County
Climate Action & Adaptation Plan (CAAP) Dashboard
RFP#GSDRFPKK2452**

Item #	Tasks	Number of project hours	Cost of services
1	Project management	77	\$14,850.00
2	Draft data metrics	77	\$14,925.00
3	Finalize data metrics for the dashboard	74	\$14,360.00
4	Dashboard development	210	\$39,750.00
5	Public engagement	60	\$12,000.00
DC	Direct Costs	NA	\$3,200.00
COST NOT TO EXCEED		498	\$99,085.00

FEE RATE SCHEDULE		
Item #	Job Role	Hourly Rate
1	Michael Hendrix: Project Manager (PM) and lead in data metrics	\$195
2	Cheryl Laskowski: Deputy PM and lead in stakeholder outreach	\$200
3	Tero Tikkanen: dashboard design and branding	\$200
4	Jouni Tuomisto: dashboard scenario tool setup	\$200
5	Ida Sihvonen: dashboard project management & customer support	\$150
6	Timo Tuominen: dashboard back-end setup	\$200

Exhibit “D”: Previous Customer References

Contractor : Michael Hendrix Consulting

- 1. Company Name** : County of Yolo, Sustainability Division
Address : 625 Court St., Woodland, CA 95695
Contact person : Kristen Wraithwall, Sustainability Manager
Telephone : (530) 666-8047
Email : kristen.wraithwall@yolocounty.org
Services provided : Yolo County CAAP Update
Service Dates : Dec 14, 2022 - Sep 14, 2024
Contract Value : \$51,090 (subconsultant to Dudek)
- 2. Company Name** : City of Chino, Planning Division
Address : 13220 Central Avenue, Chino, CA 91710
Contact person : Warren Morelion, City Planner
Telephone : (909) 334-3332
Email : wmorelion@cityofchino.org
Services provided : Chino CAP, CAP Update, and CAP Monitoring Program
Service Dates : Jun 20, 2013 - Jun 30, 2015 and Jul 18, 2019 - present
Contract Value : \$73,780 (CAP), \$172,522 (CAP Update), \$10,000 (Monitoring).
- 3. Company Name** : San Diego County Water Authority (SDCWA)
Address : 4677 Overland Ave., San Diego, CA 92123
Contact person : Anjuli Corcovelos, Senior Water Resources Specialist
Telephone : (858) 522-6600
Email : ACorcovelos@sdcwa.org
Services provided : SDCWA CAP Update
Service Dates : Nov 1, 2022 - present
Contract Value : \$75,831 (subconsultant to Dudek)

Contractor : Kausal Inc

- 4. Company Name** : The City of San Diego
Address : 202 C St., San Diego, CA 92101
Contact person : Marissa Westerfield
Telephone : (858) 492-6005
Email : mwesterfield@sandiego.gov
Services provided : Climate Action Dashboard
Service Dates : Sep 13, 2023 - June 30, 2028
Contract Value : \$101,000
- 5. Company Name** : The City of Saint Paul
Address : 15 Kellogg Blvd. West, Saint Paul, MN 55102
Contact person : Liz Boyer
Telephone : (651) 266-8840
Email : liz.boyer@ci.stpaul.mn.us
Services provided : Climate Action Dashboard

Exhibit “D”: Previous Customer References

Service Dates : May 23, 2022 - present
Contract Value : \$41,000

6. Company Name : The City of Longmont
Address : 350 Kimbark St, Longmont, CO 80501
Contact person : Francie Jaffe
Telephone : (303) 774-4468
Email : francie.jaffe@longmontcolorado.gov
Services provided : Longmont Indicators Dashboard
Service Dates : Feb 28, 2023 - present
Contract Value : \$52,600

Contractor : **Cheryl Laskowski Consulting (CLC)**

7. Company Name : California Air Resources Board
Address : 1001 I Street
Contact person : Anil Prabhu
Telephone : (916) 204-3894
Email : Anil.Prabhu@arb.ca.gov
Services provided : Management and outreach
Service Dates : December 2020-October 2023
Contract Value : State employee

8. Company Name : Earthjustice
Address : 50 California St., Ste. 500 San Francisco, CA 94111
Contact person : Nina Robertson
Telephone : (847) 636-1486
Email : nrobertson@earthjustice.org
Services provided : Strategic Consulting on LCFS
Service Dates : January 2023-Present
Contract Value : \$150,000

9. Company Name : CALSTART
Address : 48 S Chester Ave Pasadena, CA 91106
Contact person : Nicole Hutchinson
Telephone : (818) 667-7774
Email : nhutchinson@calstart.org
Services provided : Education on LCFS for staff
Service Dates : July 2024-October 2024
Contract Value : \$25,000



County of Yolo
SIGNATURE PAGE
Climate Action & Adaptation Plan (CAAP) Dashboard
RFP#GSDRFPKK2452

Exhibit "E"

Solicitation Name: Yolo County Climate Action and Adaptation Plan (CAAP) Dashboard

The undersigned supplier hereby certifies that he/she has read the document in its entirety, understands the specifications, agrees to all instructions, terms, conditions, and addenda set forth in this request. Supplier further certifies that the prices and terms submitted for said product(s) and/or service(s) have been carefully reviewed and are submitted as correct and final, and shall be honored for the length of time indicated in the request.

All paper submittals must be manually signed in ink in the appropriate space below. If submitting electronically via BidSync, print name of "Authorized Person" in the space provided for signature.

I certify, under penalty of perjury, that I have the legal authorization to bind the firm hereunder:

For clarification of this offer, contact:

Michael Hendrix Consulting

Company name

Name: Michael Hendrix

18227 Rancho Road


Address

Title: Principal Consultant

Hesperia CA 92345

City State Zip

Phone: 951.236.1896



Signature of Person Authorized to Sign

Fax: NA

Michael Hendrix

Printed Name

Email: Mhendrix@MichaelHendrixConsulting.com

Principal Consultant

Title

11/4/2024

Date

Exhibit “F”: Non-Collusion Non-Conflict of Interest Statement

NON-COLLUSION AND NON-CONFLICT OF INTEREST STATEMENT Climate Action & Adaptation Plan (CAAP) Dashboard

RFP#GSDRFPKK2452
Exhibit “F”

I, Michael Hendrix, am the
(name)
Principal Consultant of Michael Hendrix Consulting,
(Position Title) (Company)

The term “Offeror”, as used herein, includes the individual or business entity submitting the Offer and for the purpose of this Affidavit includes the directors, officers, partners, managers, members, principals, owners, agents, representatives, employees, other parties in interest of the Offeror, and anyone or any entity acting for or on behalf of the Offeror, including a subcontractor in connection with this Offer.

1. Anti-Collusion Statement. The Offeror has not in any way directly or indirectly:

- a. Colluded, conspired, or agreed with any other person, firm, corporation, offeror or potential offeror to the amount of this Offer or the terms or conditions of this Offer.
- b. Paid or agreed to pay any other person, firm, corporation, offeror or potential offeror any money or anything of value in return for assistance in procuring or attempting to procure a contract or in return for establishing the prices in the attached Offer or the offer of any other offeror.


2. Preparation of Solicitation and Contract Documents. The Offeror has not received any compensation or a promise of compensation for participating in the preparation or development of the underlying Solicitation or Contract documents. In addition, the Offeror has not otherwise participated in the preparation or development of the underlying Solicitation or Contract documents, except to the extent of any comments or questions and responses in the solicitation process, which are available to all offerors, so as to have an unfair advantage over other offerors, provided that the Offeror may have provided relevant product or process information to a consultant in the normal course of its business.

3. Participation in Decision Making Process. The Offeror has not participated in the evaluation of offers or other decision making process for this Solicitation, and, if Offeror is awarded a contract hereunder, no individual, agent, representative, consultant, subcontractor, or subconsultant associated with Offeror, who may have been involved in the evaluation or other decision making process for this Solicitation, will have any direct or indirect financial interest in the contract, provided that the Offeror may have provided relevant product or process information to a consultant in the normal course of its business.

4. Present Knowledge. Offeror is not presently aware of any potential or actual conflicts of interest regarding this Solicitation, which either enabled Offeror to obtain an advantage over other offerors or would prevent Offeror from advancing the best interests of the County in the course of the performance of the Contract.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct:

11/4/2024
(Date)


(Signature)

Climate Action & Adaptation Plan (CAAP) Dashboard

RFP#GSDRFPKK2452

Exceptions to Insurance and Contract Terms and Conditions

All County RFP requirements by section, subsection or numbered item for which Vendor has stated “Read and do not comply” are considered exceptions and must be documented in this form. Vendor may add additional rows to the table as necessary to include all exceptions taken. If no exceptions were taken, Vendor should write “No Exceptions” under the “Requirement(s) Section Number and Text” for Exception in row number 1.

Exception Number	Requirement(s) Section Number and Text	Describe the Nature of the Exception and Explain how Vendor’s Response Still Meets the RFP Requirements
1.	I.C.1).Task4.5.1 To enhance community engagement, include a Community Tracker, where residents can pledge actions (e.g., reducing water use, biking to work) and report on their progress toward reducing their carbon footprint. This feature should allow the County to track community participation in climate initiatives.	<i>The required functionality is not yet available but will be developed in the future. It cannot be committed during the project duration hence the exception.</i>
2.	I.C.1).Task4.5.2 Consider options for interactive quizzes or challenges where residents can learn about sustainable practices and commit to climate-friendly actions.	<i>The required functionality is not yet available but will be developed in the future. It cannot be committed during the project duration hence the exception.</i>
3.		
4.		
5.		



951.236.1896
Mhendrix@MichaelHendrixConsulting.com

