



September 9, 2024

Request for Proposal (RFP)

For: Course 306i: Project Management Basics (PM 1): Project Team Perspective

RFP ID #090924-01

Issued: September 9, 2024

Submission deadline: October 9, 2024

All questions pertaining to this RFP must be submitted by, no later than October 7, 2024, at 4 p.m. (PT). Questions must be submitted, via email, to:

IRWA Curriculum Subcommittee Vice Chair Jeff Jones, SR/WA, R/W-NAC, R/W-RAC, R/W-URAC at jljones.srwa@gmail.com and IRWA Organizational Learning & Development Manager Amir Vafamanesh at vafamanesh@irwaonline.org.

Questions will be answered within two (2) business days via a return reply acknowledging receipt of the questions. Questions and answers will be shared with all bidders.

Introduction

On behalf of the International Right of Way Association (IRWA), the International Professional Education Committee (IPEC) invites course addition proposals for the development of a new course titled: Project Management - Basics (PM 1): The Project Team Perspective. Please review this RFP in its entirety and utilize Appendix B when preparing your proposal.

Background and Scope of Work

Developing new and relevant course curriculum for IRWA members is critical to upholding IRWA's commitment to delivering on its mission to empower right of way professionals by elevating learning and a standard of excellence within the global infrastructure real estate community.

Reason for the Development

The development of this new course (1 of 3 project management courses) will provide IRWA global members and non-members with project management basics, and more. Adding this new course to the IRWA's curriculum would serve the needs of members within all disciplines and industries and provide additional cross-training opportunities within the various pathways or certifications. This course will be designed for in-person and virtual delivery.



PM has the capability to: 1. develop strong technical skills as a project team member, 2. integrate technical skills, leadership, and knowledge of infrastructure projects to support excellent project managers, and 3. learn to effectively deliver projects on schedule, on time and within budget and based on the project plans. The participants will gain an understanding of project planning, scope, budget, schedule, team development, managing risks and addressing project challenges, and improving on communication and reporting skills as they relate to project management decisions.

Suggested Attendees

Appraisers, Engineers, Environmental Specialists, Lawyers, Land Acquisition Specialists, Managers, Relocation Specialists, Property Managers, and Project Managers.

Purpose

This two-day course will provide project management basics and focus on the project team's roles and responsibilities and how their activities play into the success of a right of way (infrastructure) project.

Proposed Course Outline (2 days)

Day 1

Section 1 Introduction (30 minutes)

Section 2 Project Management Overview (1 hour)

- Definitions
- Benefits and Challenges
- Project Manager
- Exercise
- Section Quiz/Review

Section 3 Project Management Models (1.75 hours)

- Project Delivery Principles
- Waterfall vs Agile
- Process Group Model
- Exercise
- Section Quiz/Review

Section 4 Project Team (1.75 hours)

- Project Team
- Roles & Responsibilities
- Leadership
- Exercise
- Section Quiz/Review

Section 5 Project Components (1.75 hours)

- Scope
- Schedule
- Budget
- Exercise
- Section Quiz/Review

Section 6 Project Case Study (1 hour)

Recap Day 1 (15 minutes)

Introduce Day 2

Day 2

Section 7 Project Communication (1.5 hours)

- Communication Plan
- Project Reports
- Exercise
- Section Quiz/Review

Section 8 Project Life Cycle (1.5 hours)

- Initiating
- Planning
- Executing
- Monitoring and Control
- Closing out
- Exercise
- Section Quiz/Review

Section 9 Project Risk Management (1.5 hours)

- Identify Risk
- Potential impacts
- Risk Mitigation
- Exercise
- Section Quiz/Review

Section 10 Case Study (2.5 hours)

Section 11 Conclusion (1 hour)

- Review
- Final Exam (In-person course; Virtual section quiz)
- Evaluation

Suggested Course Developers:

Project Management Professional (PMP), Surveyor/Engineer, Other professionals with Project Management experience

Suggested Course Reviewers:

Curriculum Subcommittee, PMP, Surveyor/Engineer

Project Timeline:

12 months maximum from the date of selection: Design (Month 1-6), Review (Month 7-9), Pilot (Month 10); Revise (Month 11-12)

Project Management Course Resource: Project Management Institute. *Project Management Book of Knowledge*. (7th Ed.). The Standard for Project Management and the PMBOK® Guide (or latest edition).

Copyright law and fair use were considered and researched. Basically, when the book is used and purchased by the participants, the issues related to copyright, including quoting and publishing materials without credit, permission, or in excess is not considered an issue.

Course Development

The course development team is expected to design the course based on the approved course addition proposal outlined in Appendix C and leveraging resources provided by education staff and the course development team's experiences and expertise. A successfully developed course will include new course materials (learning guide, instructor notes, exam, presentation, and any supplemental materials) and an overview of how and why the course was developed.

The IPEC will approve a maximum allowable project compensation of \$30,000 based on the Course Development, Combination and Elimination Policy included as Appendix C.

Submission Procedure

Proposals conforming to the requirements set out below must be received by the IRWA's Organizational Learning & Development Manager Amir Vafamanesh by email at vafamanesh@irwaonline.org no later than the deadline given above. He will confirm receipt of each bid within 48 hours. In the event you do not receive a bid receipt, please directly contact him at 310-538-0233 Ext. 142. Proposals must include language stating that they are valid for a period of at least ninety (90) days from the closing deadline.

The RFP ID# must be inserted in the Header of each page of the proposal.

The IRWA reserves the right to waive irregularities and to reject any or all bids. The IRWA may consider and reject any bid not prepared and/or not submitted in accordance with the provisions and may also waive any informalities or reject all bids.

Any bid may be withdrawn prior to the scheduled time for the opening of bids or authorized postponement. Any bid received after the time and date specified shall not be considered. No bidder may withdraw a bid within sixty (60) days after the actual date of the opening of bids.

The IRWA also reserves the right to negotiate with the selected bidder if the price exceeds available funds.

Proposal Contents

Proposals, together with letters of transmittal, should include the bidder's description of the work to be performed and include the following information:

- **Course Development Team**
 - The team of people who would execute the work, with descriptions of the experiences (professional and instructional) and skills of each, and their role in the project.
 - Examples from past projects that reflect the deliverables and scope that are listed in the scope of work.
 - The name of the person on the course development team who would be the primary contact person or "Course Development Team Lead" for any contractual and project-related matters.

- **Methodology and Approach**
 - A detailed overview of how the course will be developed, based on the IPEC-approved course addition proposal.
 - A management plan for the work, including how project responsibilities will be divided among team members.

- **Project Schedule**
 - A schedule for the work, including the range of start dates to which your team is prepared to commit, and anticipated completion dates. This schedule should work within the timeframes outlined by the IRWA in this RFP. Any conflict in the two should be described. The schedule should include a list of all anticipated meetings with IRWA education staff.

- **Linkage to Credential(s)**
 - A detailed recommendation for how the course should be incorporated into existing IRWA credentialing requirements with sufficient justification must be described.

- **Project Budget**
 - A budget, which aligns with the maximum allowable project compensation figure provided in the Background and Scope of Work section of this RFP. That budget should include details about how compensation will be divided among the Course Development Team Lead and the Course Development Team Members.

Modification of Bids

Modifications to bids already submitted will be allowed if submitted in writing prior to the time fixed in the RFP. Modifications shall be submitted, as such, and shall not reveal the total amount of either the original or revised bids.

Opening, Evaluation and Contracting

Proposals may be opened by the IRWA at any time after the submission deadline. All proposals satisfying the requirements of this Request for Proposals will be evaluated to establish which RFP best fulfills the needs of the IRWA and this project.

Proposals will be individually scored based on the following six (6) criteria and associated weights:

1. Proposal Quality and Accuracy (10%)
2. Qualifications of the Development Team (20%)
3. Methodology and Approach (30%)
4. Timeline of Deliverables (25%)
5. Linkage to IRWA Credentials (5%)
6. Project Budget (10%)

Additional scoring details are provided in Appendix A.

The IRWA anticipates entering into a contract with the successful bidder to execute the proposed work. However, this Request for Proposals does not commit the IRWA to award a contract, to pay any costs incurred in the preparation of a proposal, or to contract for the goods and/or services offered. The IRWA reserves the right to accept or reject any or all proposals received because of this request, to negotiate with all qualified offerors or to cancel this Request for Proposals, if it is in the best interests of the IRWA to do so. The decision of the IRWA shall be final.

After the selection of a Contractor, the Project Schedule should include a period of collaboration between the IRWA's education staff, IPEC Curriculum Subcommittee, and the Contractor to better define, elaborate upon and fix the Contractor's exact and final scope of Work (the "Final Scope") starting with the date of this Agreement and extending until the completion date. In collaboration with the IRWA, the Final Scope will be fixed no later than Nov. 9, 2024.

Form of Contract

The IRWA expects to enter into a contract with the successful bidder.

The submission of a proposal implies an acceptance of determining final scope amounts, and general acceptance on the part of the bidder of the terms of this form of contract, and especially of those parts establishing guarantees and the IRWA's rights to intellectual property. In addition, all aspects of the proposed work must comply with the IRWA's Course Materials Guidelines (Appendix B).

Project Completion

The Project is to be completed 12 months from the date of selection.

Notification of Decision

Once the IPEC Curriculum Subcommittee has selected a winning bid, all bidders will be notified and provided with a copy of their Proposal Scoring Sheets, and a decision message will be posted on a separate landing page that can be found on the Education tab of the IRWA's website.



Appendix A Proposal Scoring Sheet

Course Development Proposal Scorecard

CRITERIA CHECKLIST

Scores Available from 1-5 (1 = low & 5 = high)

1. Proposal Quality and Accuracy	Proposal 1	Proposal 2	Proposal 3	BASIS FOR SCORE	
Completeness	0	0	0		
Alignment with RFP	0	0	0		
Overall Response (Professionalism & Quality)	0	0	0		
Average Score	0	0	0		
2. Development Team Qualifications	Proposal 1	Proposal 2	Proposal 3	BASIS FOR SCORE	
Professional Experience with Course Topic(s)	0	0	0		
Course-Related Experience	0	0	0		
Experience with Similar Projects	0	0	0		
Overall Quality of Team	0	0	0		
Average Score	0	0	0		
3. Methodology & Approach	Proposal 1	Proposal 2	Proposal 3	BASIS FOR SCORE	
Alignment with Course Development Needs	0	0	0		
Clarity of Methodology and Approach	0	0	0		
Alignment with Timeline of Deliverables	0	0	0		
Average Score	0	0	0		
4. Timeline of Deliverables	Proposal 1	Proposal 2	Proposal 3	BASIS FOR SCORE	
Viability of Timeline	0	0	0		
Expected Completion Date	0	0	0		
Alignment with Methodology and Approach	0	0	0		
Average Score	0	0	0		
5. Project Budget	Proposal 1	Proposal 2	Proposal 3	BASIS FOR SCORE	
Justification	0	0	0		
Detailed Explanation	0	0	0		
Alignment with Timeline of Deliverables	0	0	0		
Average Score	0	0	0		
CRITERIA SCORES	WEIGHT	VENDOR 1 WEIGHTED SCORE	VENDOR 2 WEIGHTED SCORE	VENDOR 3 WEIGHTED SCORE	NOTES
1. Proposal Quality and Accuracy	0.10	0.00	0.00	0.00	
2. Team Qualifications	0.20	0.00	0.00	0.00	
3. Methodology & Approach	0.30	0.00	0.00	0.00	
4. Timeline of Deliverables	0.25	0.00	0.00	0.00	
5. Linkage to IRWA Credential(s)	0.05	0.00	0.00	0.00	
5. Project Budget	0.10	0.00	0.00	0.00	
Total Score	1.00	0.00	0.00	0.00	



Appendix B

Course Materials Guidelines

The following course materials must be developed to meet the RFP requirements. Failure to submit all the following course materials by set deadlines or in a timely manner could result in compensation delays or penalties, which is outlined in the contract.

First Meeting with IPEC Chair and Education Staff

During this initial meeting, the IPEC Chair and Education Staff will provide the Course Development Team with a review of what the expectations are of the team and take the time to answer any questions the team may have pertaining to the development of the new course. At a minimum, the course materials to be developed will include a course learning guide or a participant and an instructor manual, final exam, and presentation slides.

In-Process

During the process of developing a new course or combining existing courses, Course Development and Course Combination Team members will work with IRWA Education Staff to ensure that course materials are being developed in accordance with the IPEC expectations and the provisions of the Course Additions, Combinations, and Elimination Policy.

Final Deliverables

The following materials must be submitted to and approved by the IPEC Curriculum Subcommittee and IRWA education staff, for the final payments (or scheduled payments based on the approved proposal) to be processed:

1. Course Learning Guide
 - a. Introduction
 - i. Course Schedule
 - ii. Course Purpose
 - iii. Target Audience
 - iv. Course Learning Objectives
 - v. Ice Breaker (Introduce Yourself)
 - vi. KWL (What do you know? What do you want to know? What have you learned?) Exercise
 - b. Body/Core Course Content (sections that align with Course Schedule)
 - i. Narrative Content (more detailed than presentation)
 - ii. Visual Content (or ideas for visuals that education staff can retrieve)
 - iii. Exercises
 - c. Conclusion/Wrap-Up
 - d. Exercise Answers
 - e. Instructor-Focused Content (optional)

Appendix C

[IRWA Course Development, Combination, and Elimination Policy](#)