## NEW YORK STATE DEPARTMENT OF AGRICULTURE AND MARKETS

### REQUEST FOR PROPOSALS (RFP)

#### REGIONAL "BUY LOCAL" CAMPAIGN DEVELOPMENT

The Department is seeking proposals for entities that will develop or enhance regional "buy local" food/agricultural campaigns throughout the State, in partnership with the Pride of New York.

Proposals *MUST BE RECEIVED* by the Department's Division of Fiscal Management by 4:30 p.m. EDT on February 23, 2012.

**Note:** Applicants are urged to check the Department's website frequently for notices of any changes, additions or deletions to this RFP (See www.agriculture.ny.gov).

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#### **TIMELINE**

Release Request for Proposals	January 10, 2012
Deadline for questions	February 3, 2012
Final questions & answers posted	February 7, 2012
Deadline for proposals	February 23, 2012

#### PROPOSAL SUBMISSION REQUIREMENTS

Proposals should conform to the format and content specified in section 4 of this RFP. Applicants should submit an original and three (3) copies of each proposal plus a completed and signed Checklist for Proposal Eligibility and Completeness. Envelopes should be clearly marked: "RFP - Regional "Buy Local" Campaign Development.

Proposals must be submitted to:

Lucy Roberson, Director Division of Fiscal Management NYS Department of Agriculture and Markets 10B Airline Drive Albany, New York 12235

Applicants, not delivery services or other intermediaries are responsible for the timely submission of proposals. Faxed and e-mailed proposals will not be accepted. Proposals delivered after the scheduled date and time will be returned to applicants and not considered for funding.

Proposals MUST BE RECEIVED by the Department's Division of Fiscal Management by 4:30 p.m. EDT on February 23, 2012.

#### QUESTIONS CONCERNING THE RFP

All questions about requirements contained in this RFP must be submitted in writing (facsimile or e-mail will be accepted) to:

> Tim Pezzolesi NYS Department of Agriculture and Markets 10B Airline Drive Albany, NY 12235

(518) 457-2716 Fax:

E-mail: tim.pezzolesi@agriculture.ny.gov

All questions must be submitted to Tim Pezzolesi by February 3, 2012. Applicants should note that all clarifications are to be resolved prior to the submission of a proposal. A list of questions about the program which are received from potential applicants, and answers to those questions, as well as any changes, additions or deletions to the RFP, will be posted in the "Funding Opportunities" section of the Department's website, www.agriculture.ny.gov, along with the electronic version of this RFP. Questions and responses may be posted as questions are received with the final list posted by February 7, 2012. Applicants are urged to check the Department's website frequently for notices of any changes, additions or deletions to the RFP. If you are unable to access the website, please contact Tim Pezzolesi to arrange for alternate delivery. All questions and answers shall become a formal addendum to the RFP.

#### 1. GENERAL PROGRAM INFORMATION

#### 1.1 Background

In recent years, consumer awareness of -- and interest in -- food and agricultural products that are locally grown has sharply increased. This increased demand provides a tremendous marketing opportunity for many farmers, processors, wholesalers, retailers, restaurants and other businesses throughout the State's farm to table network.

The Pride of New York -- the statewide umbrella promotion program for New York State food and agricultural products -- offers New York producers and processors a variety of tools and resources to help them market and promote their products -- while also helping consumers identify New York products.

As consumers have become more educated and interested in the various benefits of buying local, many are seeking products that are produced as nearby as possible. As a result, regional "buy local" campaigns have been created throughout the State in the last several years. These campaigns are raising the profile of local products within their respective regions and the State. They offer an additional platform to expand the "buy local" movement by providing a range of services and/or activities to help local producers market their products and to assist consumers in identifying local products.

However, in order to ensure the collective effectiveness of regional "buy local" campaigns and to minimize potential consumer confusion, the Department believes that the State's regional campaigns should have clearly defined boundaries and work synergistically with each other under the Statewide umbrella of the Pride of New York Program.

The Department also believes that providing critical resources to regional "buy local" organizations is a very effective and efficient way to build capacity for increased sales throughout the State and to meet the demands of consumers who are becoming increasingly more interested and savvy regarding local food and agricultural sources.

Using federal Specialty Crop Block Grant funds, the Department, as a result of this RFP, will provide financial support to start new or support existing regional "buy local" campaigns in each of the State's eleven agricultural regions (see map on next page).

The Department, will create a portal website that will serve as a central hub for this Statewide regional promotion program. This new program will be called the *Empire of Abundance...Discover New York's Agricultural Regions* and will be supported and executed under the umbrella of the Pride of New York. The website for this program is under construction and may be seen at www.empireofabundance.com.

The Department will provide professional services for each region to:

- develop their regional brands, including creative concepting, logo development, full graphic design and layout;
- create their individual website to provide information about the region's agricultural resources and available products to consumers;

 develop a multi-year marketing/media plan customized to the strengths, needs and sales opportunities for each region. The plan may include, but not be limited to, advertising, promotional collateral, public relations, and/or social media activities.

In addition, the Department, through this RFP, will provide funding to implement the marketing/media plan.

#### 1.2 Map of New York's Agricultural Regions



A listing of counties within each region is included in Appendix B (page 12).

#### 1.3 Program Purpose

The purpose of this program is to provide each of the eleven agricultural regions within the State an opportunity to work with the Department to develop, market and promote "buy local" campaigns/brands that reflect each region's geography, agricultural production, local cultural identity and other unique attributes or specialties (e.g. grape products of the Greater Niagara Region, maple products of the Adirondack Region, etc.). The overall objectives are to foster increased consumer awareness and

recognition of locally produced foods and agricultural products leading to increased sales and economic development within each region, under the umbrella of the Pride of NewYorkProgram.

#### 1.4 Available Funding

There is a total of \$18,550 available per region. Of those funds, \$2,800 is set aside for creating each region's brand and \$2,750 per region will be used for the development of a marketing/media plan. The remaining \$13,000 will be used for implementing the marketing/media plan (e.g. advertisements, promotional materials, etc.) These brand creation and marketing/media development activities will be executed in coordination with the successful applicant for each region and the Department.

Regions that already have a brand developed and/or a marketing/media plan, which are deemed acceptable by the Department, will be credited such funds for implementation of their approved marketing/media plan.

Additional rounds of grant funding to support this program may be offered in future years, depending on the availability of federal funds.

#### 1.5 Deliverables

Each applicant receiving grant funds will be required to:

- a) recruit specialty crop members/participants within their region;
- b) survey participating producers, processors and buyers to obtain baseline local sales data;
- c) develop a marketing/media plan, in coordination with the Department;
- d) implement the marketing/media plan, in coordination with the Department;
- e) track the number of specialty crop businesses that participate in their campaign as well as their percentage increase in annual specialty crop sales;
- f) maintain adequate documentation to document that grant funds are used to benefit eligible specialty crops only (see Section 2.3). In the event a project benefits non-specialty crops, matching funds must be used and documented accordingly.

#### 2. ELIGIBILITY

#### 2.1 Applicant Eligibility

Eligible applicants include:

- Local, State or Indian tribal government entities
- Not-for-profit organizations
- Local/county/regional tourism boards or agencies
- Industrial Development Authorities

#### 2.3 Definition of Specialty Crops

For the purposes of this RFP, "specialty crops" means fruits and vegetables, tree nuts, dried fruits, and nursery crops (including floriculture). A detailed list of commonly recognized specialty crops is provided in Appendix C (page 13). Applicants should visit <a href="https://www.ams.usda.gov/scbgp">www.ams.usda.gov/scbgp</a> for a list of specialty crops that is updated regularly.

#### 2.4 Project Duration

Successful applicants must have their region's brand and marketing/media plan fully developed by July 31, 2012. In addition, 60% of their marketing/media plan's budget must be spent by August 31, 2012 with the remaining 40% spent by December 31, 2012.

#### 3. PROJECT COSTS

#### 3.1 Eligible Costs

- Funds must be used to support only those farms and food businesses located within the identified NYS agricultural region.
- Grant funds must support multi-county, region-wide "buy local" campaigns, not those that represent a single county or municipality.
- Grant funds must support a broad range of specialty crops within a region.
- Contractual

#### 3.2 Ineligible Costs

Grant funds may NOT be used for the following:

- Activities that support non-specialty crops. A list of ineligible commodities (non-specialty crops) is provided in Appendix D (page 18). Applicants should visit <a href="www.ams.usda.gov/AMSv1.0/scbgp">www.ams.usda.gov/AMSv1.0/scbgp</a> for a list of ineligible commodities that is regularly updated.
- Personnel
- Fringe benefits
- Travel
- Supplies
- Equipment
- Indirect costs

- Political activities
- Lobbying activities

#### 4. PROPOSAL FORMAT

#### 4.1 General Application Instructions

Submit proposals using the *Regional "Buy Local" Campaign Development Application Template* (attached). Instructions for completing the *Application Template* are attached to the template.

The Department and State Comptroller's Office reserve the right to audit the applicant's books and records relating to the performance of the project during and up to six years after the completion of the project.

## **4.2 Checklist for Proposal Eligibility and Completeness** (See Application Template)

Complete and sign the checklist and submit it with your application to ensure that your proposal is eligible to be considered for funding.

#### 5. FUNDING CRITERIA

The Department's intent is to fund projects that produce the highest degree of public benefit and measurable outcomes to New York specialty crop producers in relation to each dollar spent. Proposals will be evaluated based on the criteria set forth in attached Rating Sheet (see Attachment 1). Project partner commitment and industry support letters must be included.

#### 6. AWARD PROCESS

The Department will first screen applications to ensure that they meet the eligibility requirements. All proposals deemed eligible by the Department will then be separated by region. Proposals will then be evaluated by a Department panel according to the criteria stated in the attached Rating Sheet. Evaluators' scores will be averaged and ranked in order from highest to lowest within each region. Those proposals receiving the highest numerical score above the threshold score within each region will be awarded. Funds will not be awarded to a region if there are no applicants that score above the threshold. In addition, any funds remaining because the highest scoring proposal in a region did not request the entire \$18,550 available to that region will not be awarded.

The Department will send written notice to each applicant of its funding decisions. A contract defining all terms and conditions and responsibilities of the successful applicant shall be developed by the Department subsequent to the awarding of funds. The contract will incorporate the project description, plan of work form, and a budget

approved by the Department, among its provisions. The contract will also include the general terms and conditions required in all contracts awarded by the Department.

Upon agreement by the contractor and the Department to the provisions of the contract, it will be submitted for approval to the Attorney General of the State of New York and the Comptroller of the State of New York. Grant funds will be disbursed on a reimbursement basis only after the contract is fully executed (*i.e.*, has been signed by all involved parties and approved by the Attorney General and Comptroller).

#### 7. DEBRIEFING

An unsuccessful bidder has the right to a debriefing regarding the reasons its application was not selected for award. Upon request, the Department will provide a debriefing to any unsuccessful applicant as to the reasons that the proposal submitted was not selected for an award. To request a review of an unsuccessful application contact Ms. Emma Graham, Division of Fiscal Management, by phone at: (518) 457-0864 or via e-mail at <a href="mailto:emma.graham@agriculture.ny.gov">emma.graham@agriculture.ny.gov</a>. A review should be requested by an unsuccessful applicant within thirty (30) days of the date of the notice that its proposal was not selected for an award.

#### 8. REPORTING REQUIREMENTS

The Department of Agriculture and Markets will monitor contract performance. All reports must conform to the Performance Report Requirements set forth in Attachment 2. The Department reserves the right to modify reporting requirements during the course of the project. Performance reports will be required by September 14, 2012 (for the portion of the project completed by July 31, 2012) and by February 14, 2013 (for the portion of the project completed between August 1, 2012 and December 31, 2012). Information from the reports will be included in the Department's final report submitted to USDA, which will be posted on USDA's website. The Department reserves the right to conduct a follow-up survey of funded projects in order to determine long-term impacts.

#### 9. LIABILITY

The Department shall not be held liable for any costs incurred by any party for work performed in the preparation of and production of a proposal or for any work performed prior to the formal execution of a contract.

#### 10. WORKERS' COMPENSATION AND DISABILITY INSURANCE REQUIREMENTS

New York State Workers' Compensation Law sections 57 and 220 require that the Department not enter into a contract unless proof of Workers' Compensation and Disability Insurance in a form satisfactory to the New York State Workers' Compensation Board has been secured.

Recipients of grants under this RFP will be required to produce proof of Workers' Compensation and Disability Insurance in a form satisfactory to the New York State Workers' Compensation Board prior to the execution of the contract.

Please refer to the Workers' Compensation and Disability Insurance Requirements posted on the Department's website, <a href="www.agriculture.ny.gov">www.agriculture.ny.gov</a> under the heading of this RFP or visit the New York State Workers' Compensation Board website, www.wcb.ny.gov for more information. You may contact the Board's Bureau of Compliance with any questions related to workers' compensation or disability insurance at (866) 298-7830.

#### 11. OTHER CONSIDERATIONS

The Department reserves the right to:

- reject any or all proposals received with respect to this RFP;
- waive or modify minor irregularities in proposals received after prior notification and concurrence of the applicant;
- utilize any or all ideas submitted in the proposals received unless those ideas are covered by legal patent or proprietary rights;
- request from an applicant additional information as deemed necessary to more fully evaluate its proposal;
- amend the program's specifications after their release, with appropriate written notice posted on the Department's website;
- select only certain portions of proposals for funding;
- make all final decisions with respect to the amount of funding and the timing of payments to be provided to an applicant; and
- negotiate the terms of the budget.

All proposals submitted in response to this RFP will become the property of the New York State Department of Agriculture and Markets.

#### 12. FREEDOM OF INFORMATION

All proposals submitted and all related contracts and reports may be subject to disclosure under the Freedom of Information Law.

#### 13. APPENDIX A (Standard Clauses for All State Contracts)

Appendix A, which is posted on the Department's website at <a href="www.agriculture.ny.gov">www.agriculture.ny.gov</a> contains standard clauses which are required in all State contracts. Appendix A will be a part of any contract awarded under the Regional "Buy Local" Campaign Development RFP, and successful applicants will be responsible for complying with the terms and conditions contained therein.

#### 14. FEDERAL CONDITIONS

Funds for this program will be provided to the Department pursuant to an agreement with the United States Department of Agriculture, Agricultural Marketing Service. Successful applicants will be required to comply with all applicable Federal statutes, regulations and policy requirements. A list of applicable statutes, regulations and policy requirements as well as a summary of the potential impact of certain National Policy Requirements on certain grants can be found at <a href="http://www.ams.usda.gov/AMSv1.0/getfile?dDocName=STELPRDC5080691">http://www.ams.usda.gov/AMSv1.0/getfile?dDocName=STELPRDC5080691</a>.

#### APPENDIX B

#### LIST OF COUNTIES WITHIN NEW YORK'S AGRICULTURAL REGIONS

**The Adirondacks** – Clinton, Essex, Franklin, Hamilton, Herkimer (part), Lewis, St. Lawrence (part), Warren

Capital-Saratoga – Albany, Fulton, Rensselaer, Saratoga, Schenectady, Washington

The Catskills – Delaware, Greene, Sullivan, Ulster (part)

**Central New York** – Broome, Chenango, Herkimer (part), Madison, Montgomery, Oneida, Otsego, Schoharie

**Chautauqua-Allegheny** – Allegany, Cattaraugus, Chautauqua

**Finger Lakes** – Cayuga, Chemung, Cortland, Livingston, Monroe, Onondaga, Ontario, Schuyler, Seneca, Steuben, Tioga, Tompkins, Yates, Wayne

Greater Niagara - Genesee, Erie, Niagara, Orleans, Wyoming

**Hudson Valley** – Columbia, Dutchess, Orange, Putnam, Rockland, Westchester, Ulster (part)

Long Island – Nassau, Suffolk

New York City – Bronx, Kings, New York, Richmond, Queens

**Thousand Islands-Seaway** – Jefferson, Oswego, St. Lawrence (part)

## APPENDIX C LIST OF ELIGIBLE SPECIALTY CROPS

#### **Fruits and Tree Nuts**

Almond	Grape (including raisin)
Apple	Guava
Apricot	Kiwi
Avocado	Litchi
Banana	Macadamia
Blackberry	Mango
Blueberry	Nectarine
Breadfruit	Olive
Cacao	Papaya
Cashew	Passion fruit
Citrus	Peach
Cherimoya	Pear
Cherry	Pecan
Chestnut (for nuts)	Persimmon
Coconut	Pineapple
Coffee	Pistachio
Cranberry	Plum (including prune)
Currant	Pomegranate
Date	Quince
Feijou	Raspberry
Fig	Strawberry
Filbert (hazelnut)	Suriname cherry
Gooseberry	Walnut

#### Vegetables

	Mustard and other greens
Artichoke	-
Asparagus	Okra
Bean	Pea
Snap or green	Garden, English or edible
Lima	pod
Dry, edible	
Beet, table	Onion
Broccoli (including broccoli	Opuntia
raab)	
Brussels sprouts	Parsley
Cabbage (including	Parsnip
Chinese)	
Carrot	Pepper
Cauliflower	Potato
Celeriac	Pumpkin
Celery	Radish (all types)
Chive	Rhubarb

Collards (including kale)	Rutabaga
Cucumber	Salsify
Edamame	Spinach
Eggplant	Squash (summer and winter)
Endive	Sweet corn
Garlic	Sweet potato
Horseradish	Swiss chard
Kohlrabi	Taro
Leek	Tomato (including tomatillo)
Lettuce	Turnip
Melon (all types)	Watermelon
Mushroom (cultivated)	

**Culinary Herbs and Spices** 

Clary	Malabathrum
Cloves	Marjoram
Comfrey	Mint (all types)
Common rue	Nutmeg
Coriander	Oregano
Cress	Orris root
Cumin	Paprika
Curry	Parsley
Dill	Pepper
Fennel	Rocket (arugula)
Fenugreek	Rosemary
Filé (gumbo, cultivated)	Rue
Fingerroot	Saffron
French sorrel	Sage (all types)
Galangal	Savory (all types)
Ginger	Tarragon
Hops	Thyme
Horehound	Turmeric
Hyssop	Vanilla
Lavender	Wasabi
Lemon balm	Water cress
Lemon thyme	
Lovage	
Mace	
Mahlab	
	Cloves Comfrey Common rue Coriander Cress  Cumin Curry Dill Fennel Fenugreek Filé (gumbo, cultivated) Fingerroot French sorrel Galangal Ginger Hops Horehound Hyssop Lavender Lemon balm Lemon thyme Lovage Mace

#### Medicinal Herbs

Artemisia	Marshmallow
Arum	Mullein
Astragalus	Passion flower

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Boldo	Patchouli
Cananga	Pennyroyal
Comfrey	Pokeweed
Coneflower	St. John's wort
Fenugreek	Senna
Feverfew	Skullcap
Foxglove	Sonchus
Ginkgo biloba	Sorrel
Ginseng	Stevia
Goat's rue	Tansy
Goldenseal	Urtica
Gypsywort	Witch hazel
Horehound	Wood betony
Horsetail	Wormwood
Lavender	Yarrow
Liquorice	Yerba buena

**Nursery, Floriculture, and Horticulture Crops** 

Honey	Tea Leaves
Turfgrass	Maple Syrup
Hops	

**Annual Bedding Plants** 

Begonia	Coleus
Dahlia	Geranium
Impatiens	Marigold
Pansy	Petunia
Snapdragon	Vegetable Transplants

**Potted Flowering Plants** 

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African Violet	Azalea
Flowering Bulbs	Poinsettia

**Potted Herbaceous Perennials** 

	Columbine
Astilbe	
Coreopsis	Daylily
Dianthus	Heuchera
Hosta	Ornamental Grasses
Peony	Phlox
Rudbeckia	Salvia
Vinca	

#### **Cut Flowers**

Carnation	Chrysanthemum
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Delphinium	Gladiolus	
Iris	Lily	
Orchid	Rose	
Tulip		

#### **Cut Cultivated Greens**

Asparagus Fern	Coniferous Evergreens	
Eucalyptus	Leatherleaf Fern	
Pittosporum		

Foliage Plants

Anthurium	Bromeliad	
Cacti	Dieffenbachia	
Dracaena	Fern	
Ficus	Ivy	
Palm	Philodendron	
Spathipyllum		

#### Christmas Trees

Balsam Fir	Blue Spruce	
Douglas Fir	Fraser Fir	
Noble Fir	Scots Pine	
White Pine		

**Deciduous Flowering Trees** 

Crabapple	Dogwood	
Crepe Myrtle	Flowering Pear	
Flowering Cherry	Flowering Plum	
Hawthorn	Magnolia	
Redbud	Service Berry	

**Broadleaf Evergreens** 

Azalea	lea Boxwood	
Cotoneaster	Euonymus	
Holly	Pieris	
Rhododendron	Viburnum	

#### **Deciduous Shade Trees**

Ash	Elm	
Honey Locust	Linden	
Maple	Oak	
Poplar	Sweetgum	
Sycamore		

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#### **Landscape Conifers**

Aborvitae	Chamaecyparis	
Hemlock	Juniper	
Pine	Spruce	
Yew		

#### **Deciduous Shrubs**

Barberry	Bubbleia	
Hibiscus	Hydrangea	
Rose	Spirea	
Viburnum	Weigela	

# APPENDIX D LIST OF INELIGIBLE COMMODITIES (NON-SPECIALTY CROPS)

#### **List of Ineligible Commodities**

Peanuts	
Pod corn	
Primrose	
Quinoa	
Rapeseed oil	
Range grasses	
Rice	
Rye	
Safflower meal	
Safflower oil	
Shellfish (marine or	
freshwater)	
Sorghum	
Soybean oil	
Soybeans	
Striped Maize	
Sugar beets	
Sugarcane	
Sunflower oil	
Tobacco	
Tofu	
Triticale	
Waxy corn	
Wheat	
White corn	
Wild Rice	

### Regional "Buy Local" Campaign Development Rating Sheet

	Max. Points	Score
1. Applicant Expertise	20	
Does the applicant have demonstrated experience in working with the		
agriculture industry to increase consumer awareness, recognition and		
sales of locally produced foods and agricultural products? (10 points)		
How many organizational members and/or volunteers does the		
applicant represent? (10 points)		
2. Potential Impact	15	
How many specialty crop farming operations will benefit? (15 points)		
3. Measurable Outcomes	10	
Does the project have at least one distinct, quantifiable and measurable		
outcome that directly supports the project's purpose? (5 points)		
How well will the proposed project allow the applicant to quantify and		
document the project's benefits and outcomes? (5 points)		
4. Work Plan	20	
Does the work plan clearly identify necessary activities, including those		
related to performance monitoring, to successfully implement the		
project? (10 points)		
Is the timeline appropriate and reasonable? (5 points)		
Are the individuals who will be implementing and overseeing work plan		
activities well-qualified? (5 points)		
5. Budget	20	
How reasonable and appropriate is the amount requested and		
budgeted for the project? (15 points)		
Does the budget accurately note the estimated percentage of the		
project that specifically benefits specialty crops and non-specialty		
crops, if any? (5 points)		
6. Project Commitment and Industry Support	15	
Are there grant partners? If so, are they committed to work toward the		
goals and measurable outcomes of the proposed project? (10 points)		
Are letters of support from industry organizations or leaders included?		
(5 points)		
TOTAL	100	

### NEW YORK STATE DEPARTMENT OF AGRICULTURE AND MARKETS

#### **REGIONAL "BUY LOCAL" CAMPAIGN DEVELOPMENT**

#### PERFORMANCE REPORT REQUIREMENTS

<u>Instructions:</u> Performance reports are due by **September 14, 2012** (for the portion of the project completed by July 31, 2012) and by **February 14, 2013** (for the portion of the project completed between August 1, 2012 and December 31, 2012). Performance reports must conform to the following outline.

#### 1. Cover Page

- Name of Contractor
- Contract Number
- > Region
- Name and Contact Information of Person Submitting Report

#### 2. Activities

- > Summarize the activities that were completed in order to achieve the performance goals and measurable outcomes for the project. Whenever possible, describe the work accomplished in both quantitative and qualitative terms.
- > Include the significant results, accomplishments, conclusions and recommendations. Include favorable or unusual developments.
- > Present the significant contributions and role of individual project partners in the project.

#### 3. Goals and Outcomes Achieved

- > Summarize the progress that has been made towards achieving the goals. Provide a comparison of actual accomplishments with the goals established.
- Clearly convey completion of achieving outcomes by illustrating baseline data that has been gathered to date and showing the progress toward achieving set targets, including number of specialty crop businesses participating in the campaign, number of consumers reached, and percentage of sales increase.

#### 4. Other Beneficiaries

> Provide a description of any other businesses, industry sectors or public groups that benefited from the project. To the extent possible, include the estimated economic impact of the project.

#### 5. Lessons Learned

- Offer insights into the lessons learned by the project staff as a result of implementing this project. Include both the positive and negative results as well as any conclusions.
- Provide unexpected outcomes or results from implementing this project.
- > If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving.