

I. PURPOSE AND DESCRIPTION OF SERVICES

The State of California, through the Citizens Redistricting Commission (Commission), requests proposals for the following purpose and in accordance with each of the following terms and conditions.

This Request for Proposal (hereafter called the RFP) solicits proposals from qualified bidders to provide services to the State of California (State) in accordance with the requirements of this RFP, to educate, engage, and activate individuals to provide public input to the Commission about their communities of interest.

The term of the contracts resulting from this RFP will be for one year with an estimated start date of **July 18, 2021**. The State reserves the option, at its sole discretion, to extend the term of each contract under the same terms and conditions.

The resulting contracts will be of no force or effect until signed by both parties and approved by the Department of General services if required. The Contractor shall not commence performance until a valid contract has been executed between the successful Bidder and the Commission. The Commission will not pay for any services performed prior to the execution of a valid contract.

A. Background

As required by the Voters First Act and the Voters First Act for Congress (collectively the "Voters First Act"), the Citizens Redistricting Commission (the "Commission") is charged with the responsibility, in the year following the year in which the national census is taken, to adjust the boundary lines of the Congressional, State Senate, Assembly, and Board of Equalization districts (also known as "Redistricting" or "Redistricting Activities") in conformance with the standards and process set forth in Section 2 of Article XXI of the California Constitution.

The overall goal of the Commission is to reach out to all Californians, especially communities of interest, racial/ethnic communities noted in the federal Voting Rights Act, and others who wish to have their input heard and be considered in the redistricting of California. The Commission is intentional in creating a process that is accessible to all and in creating maps that equitably reflect the voices of California's diverse population. The Commission has identified target considerations for outreach in the goals below and will assess the impacts of these considerations throughout the entire redistricting process.

The services related to this RFP present an opportunity for the Commission to further reach communities who may face barriers to participation, including accessibility, limited knowledge of the redistricting process, language access or other factors. The Commission wishes to support activities including education and training with the goal of supporting individuals to provide public input to the Commission about their communities. Our goal is to leverage trusted community partners across the state to educate and activate Californians to participate in the redistricting process.

Purpose

The purpose of this RFP is to solicit proposals from qualified Bidders with the goal of educating Californians about the benefits of participating in the redistricting process and activating them to submit input about their community of interest and the Commission's maps. The Commission intends to award six separate contracts, each covering six regions.

Each regional Contractor is expected to create an outreach plan based on the attached Scope of Work (SOW). The Contractor's proposed strategic plan will build upon the strengths and strategies of the Commission's current outreach campaign while introducing fresh, innovative ideas that will continue to move the campaign forward. The selected Contractors must be able to combine rigorous and insightful outreach planning and strategic development with effective creative solutions that educate, motivate and activate Californians of diverse backgrounds and circumstances to participate in the 2020 redistricting.

The selected Contractors are expected to increase awareness and knowledge about the 2020 redistricting, and ensure that all outreach, messaging and publicity is culturally relevant and linguistically appropriate. The ultimate goal is to ensure that all of California's diverse voices participate and are heard.

Contracts will be awarded in the following six state regions:

Northern California 1: Napa, Marin, Sonoma, San Mateo, San Francisco, Contra Costa, Alameda, and Santa Clara.

Northern California 2: Sierra, Modoc, Trinity, Plumas, Colusa, Del Norte, Glenn, Siskiyou, Lake, Tehama, Yuba, Mendocino, Nevada, Sutter, Humboldt, Shasta, El Dorado, Butte, Yolo, Placer, Solano, and Sacramento.

Central California 1: Monterey, Santa Barbara, and Ventura.

Central California 2: Alpine, Mono, Mariposa, Inyo, Amador, Calaveras, Tuolumne, Kings, Madera, Merced, Tulare, Stanislaus, San Joaquin, Kern, and Fresno.

Southern California 1: Los Angeles and Orange.

Southern California 2: Riverside, San Bernardino, Imperial, and San Diego.

The contract amounts for each of the six regions will be as follows:

Table 1: Maximum Contract Amounts per Region

Region	Maximum Amount to be Awarded
Northern California 1	\$387,863
Northern California 2	\$210,987
Central California 1	\$119,687
Central California 2	\$231,363
Southern California 1	\$681,450
Southern California 2	\$433,650

B. Statement of Work

Objectives

The Contractors for each region will collaborate and work with community-based-organizations (CBOs), local government agencies like counties, cities, schools and local businesses to inform the general public of the importance of participating in the redistricting process and activating them to participate in redistricting through the Commission’s Community of Interest Tool (COI Tool) and other avenues the Commission has made available to the public. The goal is to avoid duplication of efforts within a region, identify outreach gaps and fill them accordingly, and implement outreach to encourage full participation by the public.

1. The Outreach Objectives of this RFP Are:

- a. To further promote awareness about redistricting, the process, the benefits of participating, and key dates.
- b. To publicize locations where the public can receive information regarding redistricting and assistance providing their input. Locations may include public venues such as a library, school, or post office staffed with knowledgeable personnel that can assist the public with providing their input and communication assistance for Limited English speaking communities (LEP).
- c. To motivate all Californians to participate in redistricting by explaining in ways that are relevant to them what redistricting means to California, and when possible, to their counties and cities.
- d. To focus funding and efforts across California’s diverse demographic populations:
 - o Geography
 - Mountain, desert, coastal
 - Urban, suburbs, rural
 - County center (i.e., City of San Diego) and non-county center

- Race/Ethnicity
- Citizenship status and Immigrant/Native-born
- Gender
- Economic
 - Small business, big business, nonprofit, education
 - Business owner, employers, employee, labor
 - Local industries (economic engines)
 - Industrial, agriculture
 - Homeowners/renters
- LGBTQ+
- Disability
- Age: Youth (16-24), adults (25 to 64), seniors (65+)
- Native English Speakers and Limited English Proficiency (LEP)
- Language access

2. The Contractor Shall Achieve The Following Objectives:

The purpose and outcome of the primary interactive activities are two-fold:

- a. To educate Californians about the Redistricting process utilizing, but not limited to, Commission materials and messaging. Examples include:
 - Education on the role and function of the CA Citizens Redistricting Commission, including the timeline and process in California
 - Education on why redistricting and fair representation matter
 - Education on the different methods available to the public to provide input to the commission including timeline and support on how to provide the input.

- b. To activate Californians to provide public input to the Commission on their Communities of Interest and/or provide input on maps through the following methods:
 - Sending an email to votersfirstact@crc.ca.gov
 - Using the Draw My CA Community tool at: Drawmycacommunity.org
 - Writing to the Commission: 721 Capitol Mall, Suite 260, Sacramento, CA 95814
 - Participating in public input meetings sponsored by the Commission
 - Participating in Contractor workshop to encourage use of COI Tool
 - Using the Community of Interest paper form and mailing or emailing to the Commission.

c. Suggested Primary Interactive Activities to include (outreach Type and Activities):

Outreach events, workshops and trainings	All events, workshops and/or trainings shall include an educational component as well as an action portion to activate Californians to provide public input to the Commission using the COI Tool, regular mail and email.
Satellite Public Input Meetings	Work with stakeholders to provide access for viewing Commission public input meetings and provide opportunities to support the public in providing public input by phone, using the COI Tool, regular mail and email.
One-on-One interactions	<p>Make contact in residential neighborhoods and community gathering places (grocery stores, healthcare clinics, foodbanks, faith-based institutions, schools, etc.) to engage individuals and families in one-on-one discussions on Redistricting and provide support for individuals to provide public comment to the Commission.</p> <p>One-on-One options may include:</p> <ul style="list-style-type: none"> ● Tabling - adhering to state and local guidance for COVID safety protocols. ● Traditional door-to-door canvassing activities where COVID-19 restrictions may be lifted ● Phone or text banking

d. Secondary Activities To Further Strengthen Primary Interactive Activity Efforts (maximum 20% of award unless approved by Commission)

Web/Social Media	Utilize website and/or social media outlets to disseminate educational messages, share success stories on why Redistricting matters, and inform the public about outreach events and Commission Meetings (general meetings, public input meetings, map drawing meetings, etc.). Social media channels may include but are not limited to: Facebook, Instagram, Twitter and YouTube.
Hyperlocal Media	Inform the public on why Redistricting matters and promote the Commission's efforts in hyperlocal media including ethnic media - Print, Radio, TV (i.e. local cable access)

Collateral Messaging	<p>Distribute messaging in multiple languages as appropriate for the target audience and demographics through the following mediums: Flyers/Brochures, direct mailers and Newsletters</p> <p><i>Contractors will be provided with approved outreach collateral materials to distribute to their communities. Funding can be used to create materials that do not duplicate what the Commission has provided, including localized messaging, as well as additional languages beyond what the commission is translating in.</i></p>
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3. Contractor Responsibilities

The Contractor shall not perform any tasks prior to contract execution. A list of responsibilities, tasks and deliverables is set forth below.

a. Administrative Requirements

Contractor shall provide continuous outreach as identified in the Strategic Outreach Plan provided in the Contractor’s bid proposal. The contents of the Strategic Outreach Plan are described in Section III.4.

- The Contractor shall cooperate with and take direction from an assigned **Regional Outreach Manager (ROM)**, who has final oversight over all outreach activities.
- The Contractor shall perform the work and services pursuant to the requirements of this Agreement in a good and workman-like manner.
- The Commission reserves the authority to change or redirect the budget and outreach plan during the implementation and planning phases of the contract as needed.
- The Contractor shall coordinate and cooperate with local entities, including local government and local CBOs.

Task 1 – Outreach and Meetings

Immediately upon contract execution, the Contractor shall:

- Participate in monthly meetings or phone calls with the assigned Regional Outreach Manager (ROM) to discuss operations and provide updates of the strategic plan and progress. The monthly meetings shall continue through the end of the Agreement. The Contractor shall be responsible for scheduling monthly meetings with the ROM.
- Contractor is responsible for development and cost of communication and outreach materials in consultation with, and with the final approval of, the assigned ROM.
- Contractor shall work with the ROM to identify events where attendance (whether remote or in person) by one or more commissioners would be beneficial.
- Contractor shall provide monthly reports to ROMs regarding progress with non-English language access that shows mapping of LEP populations and how language access is being addressed each month.

The Commission, through the ROM, reserves the authority to change or redirect the budget and outreach plan during the implementation and planning phases of the contract.

Task 2 - Monthly Reports

The Contractor shall provide written monthly reports to the assigned ROM. The monthly written reports will focus on the following areas and form the basis for payment:

- Descriptions of all activities completed that were identified in Contractor's Strategic Outreach Plan and/or Implementation Plan, as applicable.
- Language access plan updates
- Calendar and event updates
- Budget updates
- Other criteria to be determined by the ROM (e.g. Deliverable Status, Concerns/Issues, etc.)
- Work performed by subcontractors
- Standard format for reports will be provided to the Contractor by the State to ensure consistency statewide. The Contractor shall use the standard format provided.

Task 3 – Initial Status Report

An Initial Status Report will be developed in collaboration with the Commission. The report will focus on:

- Overview of outreach and marketing/communications (including update on timelines and activities).
- List of subcontractors, including address, audience intended to be reached, and work to be performed.
- Standard format for reports may be provided to the Contractor by the State to ensure consistency statewide. If provided, the Contractor shall use the standard format provided.

Note: the Implementation Plan will be included as part of the first Monthly Report.

Task 4 - Final Report

A final report is due at the conclusion of the contract. At a minimum, the final report shall include:

- Results of local outreach.
- Detailed report on strategies, tactics and timeline(s) used throughout the outreach campaign.
- Lessons learned and best practices that may inform subsequent outreach efforts in the local jurisdiction and, if appropriate, across California.
- Evaluations and criteria used and further recommendations for 2030.
- List of contracts entered into, including identification of subcontractors and work performed.
- List of partnerships formed and for what purpose.
- Full list of activities and events for outreach, including services for each identified LEP population and/or community in the awarded Region.

- Original copies of creative media, videos, flyers, and advertisements used in outreach efforts.
- Standard format for reports may be provided to the Contractor by the State to ensure consistency statewide. If provided, the Contractor shall use the standard format provided.

4. **Commission Responsibilities**

The Commission agrees to designate a staff person to whom all Contractor communications will be addressed and who has the authority to act on all aspects of the services. This person will review the RFP and associated documents with the Contractor to ensure understanding of the responsibilities of both parties. The Commission will also designate staff to act as the Regional Outreach Manager (ROM) for each region. The ROM will provide support to the selected Contractors as regards to meeting the objectives of the RFP.

5. **Reports**

The reports are intended to capture the various requirements above. The Commission may provide a standard format for reports to assist with the reporting. The reports include the following:

- **Strategic Plan:** the Contractor's Strategic Plan describes the strategies, activities, resources, and partnerships they propose for providing education and activation services and to meet the language and communication access requirements of the RFP. The Strategic Plan shall address both access for LEP individuals and people with disabilities.
- **Initial Status Report:** the Contractor's Initial Status Report provides the first month's update regarding the status of the key milestones, timeline, and tactics for education/activation activities and language and communication access.
- **Monthly Reports:** the Contractor's Monthly Reports describe the progress towards meeting the Contractor's education/activation and language and communication access goals as specified in the Contractor's Strategic Plan. The report includes an update to the calendar of events and report of budget expenditures. Invoicing and payment are based on the documented progress reported.
- **Final Report:** the Contractor's final report must include a summary of the results of the public education/activation activities and the language and communication access components sufficient to be able to evaluate the outcomes of the plans and to inform the 2030 redistricting. The final report shall include strategies, tactics, and outcomes; lessons learned and best practices.

II. MINIMUM QUALIFICATIONS FOR PROPOSERS

The Bidder and the personnel proposed to perform professional services under the contract must have the qualifications and experience identified below.

A. Qualifications and Experience

1. Five (5) or more years of experience administering the design, development and execution of grassroots outreach work in at least one of the geographic regions in California, as described in the RFP.
2. Experience partnering with Community-based Organizations (CBOs) and/or other entities to collaborate, coordinate, and leverage resources for public outreach.
3. Experience leveraging sponsorships and other dollar investments to maximize impact.
4. Five (5) years or more of experience in managing and tracking budgets for three (3) or more subcontractors and other user groups.
5. Experienced and trained staff with processes in place to ensure compliance with contracting and subcontracting requirements as described in the RFP.
6. Experience with the production and mass mailing of various communication pieces including post cards, letters, surveys, or email.

III. PROPOSAL REQUIREMENTS AND INFORMATION

Proposals are to be prepared in such a way as to provide a straightforward, concise delineation of capabilities to satisfy the requirements of this RFP. Emphasis should be on conformance to the instructions and responsiveness to the requirements as described in this RFP, and on completeness and clarity of content.

A. Key Action Dates

Listed below are the important dates and times by which the actions must be taken or completed. If the Commission finds it necessary to change any of these dates leading up to the proposal due date, it will be accomplished by addendum.

Table 2. Key Action Dates

Action	Pacific Standard Time	Date
Release of Request for Proposal		June 4, 2021
Communication of Intent to Bid		June 8, 2021
Questions Due	4:00 p.m.	June 9, 2021
Questions and Answers Posted	4:00 p.m.	June 10, 2021
Proposals Due	9:00 a.m.	June 25, 2021
Opening of Proposals	10:00 a.m.	June 28, 2021
Evaluation Period		June 29 - July 1, 2021
Notice of Intent to Award Posted on Commission’s Website		July 2, 2021
Contract Award and Execution		July 9, 2021
Contract Work Begins		Upon OLS Approval
Contract Term Ends		Thirty days after release of Final Maps

1. Questions and Answers

Prospective contractors requiring clarification or further information on the intent or content of this RFP or on procedural matters regarding the competitive bid process may request clarification by submitting questions in writing. The Commission will post question and answer sets to our website. Clearly mark all questions with “Questions Relating to RFP No. CR 20-CRC-019.” Submit written questions as follows:

- e-mail: [VotersFirst Act@crc.ca.gov](mailto:VotersFirstAct@crc.ca.gov)
- fax: (916) 323-0356
- mail: Citizens Redistricting Commission
 721 Capitol Mall, Suite 260
 Sacramento, CA 95814
 Attention: Raul Villanueva
 Questions Relating to RFP No. CR 20-CRC-019

2. Required Proposal Forms and Exhibits

Bidders must include all of the following documents and attachments in the Final Proposal. The section of the RFP referencing the item is specified in the table below:

Table 3. Required Proposal Elements

Description	Attachment/Section	Scored or Pass/Fail
Agreement Cover Letter (Completed, signed, and Region clearly indicated)	Section III. 3	Pass/Fail
Strategic Outreach Plan – Narrative Response (Including sub-requirements 1.1-1.12)	Section III. 4	Scored
Team Qualifications and Resumes	Section III. 5	Pass/Fail
Previous Outreach Experience – Narrative Response	Section III. 5c	Scored
Three (3) Customer Reference Forms (for Prime Contractor) (Completed and Signed)	Section III. 6	Pass/Fail
Conflict of Interest Disclosure	Section III. 7	Pass/Fail
Required Attachments	Attachment A	Pass/Fail

3. Agreement Cover Letter

Bidder shall submit a cover letter specifying the entity submitting the proposal and the region for which the proposal is being submitted.

4. Strategic Outreach Plan Requirements

A detailed description of the required contents of the Bidder’s Strategic Outreach Plan is outlined below. The Outreach Plan describes how the Bidder intends to accomplish the goals of the RFP and will be used to identify the major tasks and/or specific milestones by which progress can be measured and progress payments made.

Additional details describing language access, the components of the Project Budget, and strategic partners will follow the table describing the components of the Strategic Outreach Plan.

At the sole discretion of the Commission, a proposal may be eliminated from consideration if it fails to contain each of the following provisions or to provide a justification satisfactory to the Commission for its exclusion.

Number	Strategic Outreach Plan Components
1	<p>Outreach Approach – Bidder shall describe how it plans to conduct education and outreach for the specific region they are submitting a proposal for, which shall include but not be limited to:</p> <ul style="list-style-type: none"> • Description of approaches for educating and activating the public to submit public input using the COI Tool or other means provided by the Commission. • Description of its resources and network to communicate redistricting messaging. • The target populations identified within the region (ex. LEP, agricultural interests, etc.) and why the identified populations are of interest in the region. • Description of the methodologies used to identify the populations of interest and their barriers and/or challenges and opportunities for outreach (may include description of prior experience working in the region).
2	<p>Timeline/Calendar – Bidders shall provide a timeline of the activities they intend to perform during the term of this contract.</p>
3	<p>Project Budget – Bidders shall provide a preliminary budget of the Regional allocated funding provided by the State which shall include, but not be limited to:</p> <ul style="list-style-type: none"> • Administrative costs (not to exceed 10% of total allocation). Bidder shall identify cost breakdown of Executive team and range of salaries for paid employees assigned to the resulting contract. Administrative costs include, but are not limited to: human resources, budgeting, contracting, legal, facilities, information technology equipment rental and support, etc. • Outreach – Bidder shall identify the budget allocated for providing outreach. The identified budget must cover the entire outreach period. Outreach costs include all costs related to doing outreach, such as, hosting an event (which may include facility rental, food, etc.), hiring outreach workers, outreach materials, etc. • Media (if applicable, or to the extent that media is included in Strategic Outreach Plan). <p>For each of the 3 bullet points above, bidders shall include a breakdown of the percentage or amount of the budget that will be performed by subcontractors (estimate and/or actual).</p> <p>Note: The Total Budget shall not to exceed amounts specified in Table 1. It is to be submitted as Bid Cost Portion of Proposal.</p>
4	<p>Partnership Coordination – Bidder shall describe how they plan to work with the Commission, local government, schools, local CBOs, local businesses, and other civil society organizations to avoid duplication and to identify a methodology to address gaps. Bidder shall also identify potential subcontractor(s) and provide their roles and responsibilities in meeting the goals of the RFP.</p>

5	<p>Volunteers Plan – Bidders shall describe how it plans to leverage volunteers including identifying the outreach activities, planning, and resources where volunteers may be utilized.</p>
6	<p>Resources and Infrastructure – Bidder shall identify the potential locations and the available resources for locations where they can hold meetings for the public to receive information and provide their input, including potential service providers for providing language access service where needed/requested.</p> <p>Additional Resources Bidders shall identify any unique resources available to them to enhance outreach efforts.</p>
7	<p>Language and Communication Access Plan – Bidders shall describe their strategies and resources for engaging in culturally and linguistically appropriate outreach for the Region in which the Bidder is submitting a proposal. Bidders shall include in their Language and Communication Access Plans the following components:</p> <ul style="list-style-type: none"> • Identification of the top six (6) non-English languages spoken among the population of the region and a description of where within the region these spoken languages are clustered. • The strategies and resources they propose to use for conducting culturally and linguistically appropriate outreach to Limited English Proficiency (LEP) populations and people with disabilities in the specified region. • Number of proposed meetings/events to assist LEP individuals with submitting their input, including in-language assistance, and where within the region these meetings/events will be held. • Description and quantification of any other physical places and/or methods (call centers, libraries, mobile resources including vehicles) to support in-language assistance to LEP populations. • List of any potential entities/organizations/sub-contractors (if available), to assist with in-language outreach services.
8	<p>Community Standing The Commission wants to ensure that those providing community outreach are indeed trusted messengers.</p> <ol style="list-style-type: none"> 1. Bidder should explain what makes their subcontractors and/or community outreach workers trusted messengers in the community, including their history of working with the region’s communities. 2. Bidder should include a summary of their background check screening process for community outreach workers, including any existing policies and procedures. If Bidder’s organization does not currently have a process, describe the processes and procedures that will be implemented for the outreach efforts for this RFP.

9	Social Media and Non-Traditional Communications Methods – Bidders shall describe their proposed methods of providing outreach via digital and social media and other non-traditional communications methods.
10	Ethnic and Hyper- Local Media Plan - Bidders shall describe their plan for utilizing ethnic and hyper-local media.

a. Language and Communications Access

Background

Californians speak more than 200 non-English languages. Per the U.S. Department of Justice, language access allows persons who do not speak English as their primary language, and who may have a limited ability to read, write, speak, or understand English, to access services that might otherwise inadvertently exclude them¹. The State also considers language access to be of critical importance to persons with communication-related disabilities, such as persons who are visually impaired, hard of hearing or deaf, or persons who have limited language proficiency or are illiterate.

Language and communications access outreach shall include minimally, the following requirements:

- The Commission has translated selected materials into: Arabic, Armenian (Eastern), Simplified Chinese, Traditional Chinese, Cambodian (Khmer), Japanese, Korean, Farsi, Punjabi, Russian, Spanish, Tagalog and Vietnamese. The Commission’s COI Tool is also available in these languages. The Contractor is to incorporate these materials and the COI Tool into their work.
- Contractor shall create and implement a schedule to solicit feedback from community members in the specified region for any additional niche/unique languages in specific neighborhoods that may not be as prevalent in the larger region. This process should include seeking input from community members about the language(s) they believe should be served, the reason why it/they should be served (anecdotal and/or statistical evidence), and contacts for individuals or companies for the Contractor to hire or partner with to service the language access needs. Results of contacts and feedback from the LEP communities shall be included in the Contractor’s monthly report.
- The Contractor shall also coordinate with the ROM regarding any materials developed for smaller language communities that can only communicate in their own language.
- Provide redistricting information to persons with disabilities by using Braille, American Sign Language, captioning and any other tools that would increase accessibility for these populations in the specified region.

¹ 67 FR 41457

b. Project Budget

Bidders shall provide a budget proposal of the Regional allocated funding provided by the Commission that must include, but is not be limited to:

- Administrative costs (not to exceed 10% of total allocation). Bidder shall identify a cost breakdown of the Executive team and the range of salaries for paid employees assigned to the resulting contract. Allowable Administrative costs include, but are not limited to human resources, budgeting, contracting, legal, facilities, information technology equipment rental and support, etc.
- Outreach – Bidder shall identify the amount of the budget allocated for providing outreach as identified in the Outreach Support section of their Strategic Outreach plan. The Budget must cover the entire outreach period. Outreach costs include all costs related to doing outreach, such as, hosting an event (which may include facility rental, food, etc.), hiring outreach workers, outreach materials, etc. Funding can also be used for language access purposes, including translating and/or printing in languages not already translated and available from the Commission and the COI Tool.
- Media (if applicable, or to the extent that media is included in Strategic Outreach Plan).
- At least 10% of funds should be specified for local community based organizations and small businesses to provide accessibility tools, resources, and technology, including but not limited to access to computers, internet or wi-fi hot spots, and other resources.
- No more than 20% of the award amount shall be spent on Secondary Activities to Further Strengthen Primary Interactive Activity Efforts (I.B.2.d, above) without approval by the Commission.
- The Budget proposal for each region cannot not exceed the amounts specified in Table 1. For each of the four bullet points above, bidders shall include a breakdown of the percentage or amount of the budget that will be performed by subcontractors.

Below are examples of Unallowable Costs:

- Costs of activities outside of the outreach project scope.
- Participant incentives (e.g., gift cards) and promotional items (e.g., swag)
- Speaker honorariums
- Expenses or staff time related to policy advocacy or lobbying
- Construction
- Cost of Office rent and utilities
- Equipment purchases, including computers

c. Subcontractors

Given the rich diversity of California, it is anticipated the successful Bidders will most likely need to subcontract with one or more CBOs and/or local business and organizations with

the demonstrated local knowledge, experience, and outreach capacity to effectively carry out the goals of the RFP.

- Bidders are required to identify all subcontractors to be utilized for contract performance. All subcontractors shall be identified on the Bidder Declaration form, GSPD-05-105. In addition, Bidders must provide information regarding the roles and responsibilities of each subcontractor as part of their proposal.
- Using subcontractors to provide products and services in support of this Agreement enables the Proposer to expand their ability to meet the needs of the Commission. However, use of subcontractors does not relieve the Contractor from any responsibility to the Commission under the Agreement.
- The Bidder is responsible for ensuring that all of the administrative and technical requirements that are applicable to the portion(s) of the work delegated to the subcontractor are adhered to.
- Bidders shall not subcontract more than 25% of the awarded contract to a single subcontractor entity.
- Bidders awarded a contract are contractually obligated to use the proposed subcontractors for the corresponding work identified unless requested in writing and the Commission agrees to a substitution. The Contractor must have written agreement from the Commission prior to the replacement or substitution of any subcontractor.

d. **Strategic Partners**

Bidder shall provide a plan showing its integrated and coordinated approach to working with the Commission, local government, schools, local CBOs, local businesses, and other civil society organizations to avoid duplication and to identify a methodology to address gaps. Bidder shall also identify subcontractor(s) and vendors and provide their roles and responsibilities in meeting the goals of the RFP.

5. Staffing and Experience

Bidders shall submit:

- a. A description of the lead personnel and the supporting personnel (by classification or title), their assigned responsibilities, and their qualifications to perform the work.
- b. Resumés for each major contract participant who will exercise a major policy, administrative, or consultative role in carrying out the services.

- c. A list of previous outreach projects with a brief summary describing each, in which the Bidder had a primary role within the last five (5) years. The list should be for projects of similar scope as the RFP. If more than one entity is bidding together, the project list should be for the primary entity.
- d. The prospective contractor should list any prospective subcontractors it plans to use in performing the work, including a brief description of the subcontractor or company, what work the subcontractor will perform and the location where the work will be performed.

6. References

- a. Bidders shall submit three (3) customer references (for the Prime Contractor) from three (3) different contacts.
- b. Customer references shall be provided using Attachment K, Customer Reference Form. Each contract reference shall:
 - Be for work performed within the last five (5) years
 - Have similar scope of work to that requested in the RFPBidders must fully complete the Attachment K, Customer Reference Form, and return form directly to the Bidder. The Bidder must then submit the completed attachments with the proposal as specified in Section III.A.2, Required Proposal Forms and Exhibits and Attachment A, Required Attachment Checklist.
- c. Customer References are pass or fail. Each reference must meet the requirements set forth in this section.

By furnishing this information, the Bidder gives permission to the Commission to contact these entities regarding the prospective Bidder's past performance.

7. Independence/Conflict of Interest Disclosure

- a. In accordance with Commission policy, any contractor selected to provide consulting services to the Commission will be required to submit a conflict-of-interest disclosure statement in the form required by the Commission.
- b. Bidders must disclose and shall have a continuing duty to disclose any financial, business, or other relationship of the contractor, subcontractor, or individual employees that may have an impact on the work to be performed, including disclosure of funding sources.
- c. The Commission shall have the right to disqualify or terminate a contractor if it believes that the best interests of the Commission require that the contractor be disqualified or terminated because the contractor has a conflict of interest or

because a situation exists that creates the appearance of a lack of independence and also to disqualify any proposed personnel or subcontractors on that basis.

8. Cost Detail Format and Requirements

The proposal shall include a project budget as specified in the Strategic Outreach Plan Requirements, III.4.b, Project Budget, above.

The budget must describe the Bidder's total costs to produce the deliverables required under this RFP including best estimates of anticipated costs for which actuals may not be available. The Commission will pay only for actual expenses incurred. Total costs cannot exceed the amounts listed in Table 1. The Budget portion of the Strategic Plan shall be submitted as specified in **Attachment D**.

- a. If the Administrative Costs include labor costs, the Bidder should specify the related personnel classification, number of hours, and hourly rates being included.
- b. Travel and lodging shall not be reimbursed under this Agreement unless specifically required by the Commission. In these specific cases, travel reimbursement shall be made in accordance with the California State Travel Reimbursements guidelines as published by the [Department of Human Resources](#) and regulations at 2 CCR 599.615 et seq. in effect for excluded employees when the expenses are incurred, if supported by a receipt.

9. Submission of Proposals

- a. Proposals submitted under this solicitation constitute an express acceptance of all provisions of this RFP, including all attachments and exhibits.
- b. Costs incurred for developing proposals, in anticipation of award of the agreement are entirely the responsibility of the Proposer, and shall not be charged to the Commission.
- c. The **Requirements Portion** of the bid and the **Cost Portions** of the bid must be submitted separately as follows:
 1. one (1) original and one (1) copy (hard copy) of each,
 2. one (1) electronic copy of the **Requirements Portion** of the Final Bid Submission (only) in PDF format on a flash drive, and
 3. one (1) electronic copy of the **Cost Portion** of the Final Bid Submission (only) in PDF format on a separate flash drive.
 4. The hard copies and flash drives must be clearly labeled as either "Proposal: Requirements" or "Proposal: Costs."

- d. The original and one copy of the proposal shall be printed using Arial or Times New Roman 12 point font, be double-sided to conserve paper, and should be prepared in the least expensive method.
- e. Proposals shall be sent in a sealed envelope, clearly marked "**Response to RFP No. CR20 CRC-019,**" and addressed to:

Citizens Redistricting Commission
Attention: Raul Villanueva
721 Capitol Mall, Suite 260
Sacramento, CA 95814
DO NOT OPEN

- f. Each Bidder may submit only one (1) proposal for each region of this RFP. Bidders may provide a proposal for up to three (3) regions; however, a separate and complete bid package is required for each region. Subcontractors may participate in more than one bidding proposal.
- g. The State does not accept alternate contract language from a prospective contractor. A proposal with such language will be considered a counter proposal and will be rejected. The State's General Terms and Conditions are not negotiable.
- h. No oral understanding or agreement shall be binding on either party.
- i. All proposals shall include the documents identified in Required Attachment Checklist (**Attachment A**). Proposals not including the proper "required attachments" shall be deemed non-responsive and will be rejected.
- j. Confidentiality/Nondisclosure Statement. To ensure compliance with the statutes governing the Commission's work, the contractor and each of its employees, agents, or subcontractors assigned to the contract will be required to execute the Confidentiality/Nondisclosure Statement, attached as **Attachment G**.
- k. Darfur Contracting Certification. The proposal shall include an executed Darfur Contracting Act Certification (**Attachment F**).
- l. Right to Reject Any or All Proposals. The policy of the Commission is to solicit proposals with a bona fide intention to award a contract. The Commission, in its sole discretion, may reject any and all proposals submitted in response to this RFP, without regard to the cost or quality of any proposal, or other considerations upon determination that it is in the best interest of the Commission to do so.
- m. Modification or Withdrawal of Proposals. Any proposal that the Commission receives before the deadline to submit proposals may be withdrawn or modified by written

request of the prospective contractor. However, to be considered, the modified proposal must be received by the deadline.

- n. This RFP may be modified by addendum at any time prior to the time set for receipt of proposals. Upon any such modification, all prospective contractors will be notified, and any person or firm who has expressly requested such notice in writing will also be notified. However, persons or firms who have been invited to propose, but who have not indicated their interest in writing, may not be notified of such changes at the discretion of the Commission.

- o. Proposals must be complete in all respects and submitted by dates and times shown in Section III, Key Action Dates. A proposal may, in the sole discretion of the Commission, be rejected if it is conditional, incomplete, or it contains any alterations of form or other irregularities. Bidders are solely responsible for ensuring their proposal is submitting as specified in Table 2, Key Action Dates.

10. Notice of Payment Terms

Payment will be made based on completed work as reported in the monthly reports, invoiced monthly, in arrears:

Table 3. Payment Milestones

	Milestone	Payment Amount	Timeline
1	Finalized and Approved Strategic Plan	N/A	Estimated July 2021
2	First Monthly Report	Based on work completed, less 10% withhold	Estimated Aug 2021
3	Second Monthly Report	Based on work completed, less 10% withhold	Estimated Sept 2021
4	Third Monthly Report	Based on work completed, less 10% withhold	Estimated Oct 2021
5	Fourth Monthly Report	Based on work completed, less 10% withhold	Estimated Nov 2021
6	Fifth Monthly Report	Based on work completed, less 10% withhold	Estimated Dec 2021
7	Project Completion	Release of Withhold minus 5% of total contract amount	Upon Completion of draft maps
8	Final Report	5% of Total Contract Amount	30 days after submission of final maps

- (a) Approval of Strategic Plan: completion of this event reflects Commission approval of Contractor’s work plan, subcontractors (as applicable) and budget.

- (b) Completion of Monthly Reports: completion of these events reflects satisfactory progress by Contractor in accomplishing the goals and work plan specified in their Strategic Plan.
- (c) Project Completion: this event reflects satisfactory completion of all goals and items in the Contractor's Work Plan.
- (d) Final Report: this event reflects the Contractor's submission and Commission's acceptance of the required Final Report.

Ten percent (10%) of each approved payment will be withheld and retained until all conditions stipulated in the Agreement have been satisfied. Failure to satisfactorily complete all conditions stipulated in this Agreement may result in forfeiture of any such funds withheld pursuant to the State's ten percent (10%) retention policy.

The Contractor shall keep and preserve all back-up documentation to support the entries included in its invoices submitted to the State for a period of three (3) years after final payment is made unless a longer period of records retention is agreed upon. The Contractor agrees to allow the California State Auditor access to such records during normal business hours and to allow interviews of any employees who reasonably might have information related to such records.