



The Delta Regional Authority Request for Proposals (RFP):

Strategic Planning, Meeting Facilitation, and Strategic Plan Writing

February 10, 2020

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Open Date: February 10, 2020
Proposal Due Date: March 6, 2020
Interview Date(s): March 18, 2020
Selection Date: March 20, 2020
Contract Period: March 25, 2020 – December 31, 2020

I. Overview of Request for Proposals

The Delta Regional Authority (DRA) seeks contractual support for a qualified team of strategic planners, meeting facilitators, and writers to assist the agency in development of its new strategic plan, herein referred to as the Delta Regional Development Plan IV (RDP IV). RDP IV will build and expand upon RDP III, the strategic plan which has guided the agency's priorities and actions since 2016. The selected contractor will work closely with DRA to shape this effort over the course of a nine-month period beginning in March 2020 and concluding December 31, 2020.

As currently envisioned, the scope of work includes the following activities and deliverables:

- Work sessions with DRA staff and state representatives to shape the planning process, in Memphis, TN;
- Meeting design and onsite facilitation for eight community listening sessions in the lower Mississippi River region (one per state, locations to be determined);
- Meeting design and facilitation for up to eight focus group discussions with regional experts;
- Completion of several one-on-one interviews with regional experts;
- Design and deployment of survey instrument for gathering online input from stakeholders;
- Work sessions with DRA staff to synthesize major themes and critical issues identified through listening sessions, in Memphis, TN;
- One work session in the Delta region with DRA federal and state representatives to review draft agency vision, mission, strategic goals, objectives, and performance targets (location to be determined);
- One work session with DRA federal and state representatives to reach consensus on final strategic plan elements (to be conducted remotely); and
- Writing, editing, and layout of the strategic plan document.

Proposals must include a technical proposal, management proposal, and cost estimate for all work to be conducted. Cost estimates must include hourly and daily rates of all team members and estimated costs of travel for community listening sessions and work sessions (according to GSA per diem rates). It is anticipated that the strategic planning process will ultimately involve travel for up to sixteen meetings either in the Delta region or in Memphis, TN. Proposals should also factor in time for biweekly video conference calls with DRA staff throughout the process.

Proposals should not include a budget for logistical support for community listening sessions or work sessions with DRA staff; travel support for community members and invited guests, audio-visual needs, meeting space rental, food and refreshments, printing of handouts, or mass printing and distribution of the strategic plan. It is anticipated that DRA and its local/state partners will provide logistical and administrative support for all events, including communications, registration (both advance and onsite), meeting space rental, food/refreshments, audio-visual needs, and printing costs.

Proposals will be evaluated on contractors' qualifications, expertise, track record, writing samples, creativity and innovation, and cost-effectiveness. Select contractors will be requested to present their proposal in-person to DRA leadership and staff on March 18th or 19th in Washington, DC. Travel, lodging accommodations, and meals will not be covered by DRA and are the sole expense of the contractor.

No institution or person shall be discriminated against on the grounds of race, color, citizenship status, national origin, ancestry, gender, sexual orientation, age, weight, religion, creed, physical or mental disability, marital status, veteran status, political affiliation, or any other factor protected by law in consideration for an award issued pursuant to this RFP. DRA is committed to the principles of equal opportunity and the elimination of all vestiges of discriminatory practices that might exist.

II. Background

About the Lower Mississippi River Delta Region

The Lower Mississippi River Delta region is one of the nation's most iconic and distinctive places. The region plays a compelling role in our nation's cultural identity and abounds with rich natural resources and hard-working, innovative people. The Delta not only produces an agricultural bounty that feeds and fuels the nation and the world, but it also boasts unparalleled creativity, evident in its literature, music, and cuisine.

Along with its many assets, however, the region is also presented with significant challenges. These include entrenched problems such as generational poverty, racial divides and inequities, and challenges exacerbated by inadequate infrastructure, susceptibility to natural disasters, and lack of access to quality education, healthcare, and employment opportunities, which are essential to an individual's and community's ability to succeed. All of these realities in the Delta are increasingly compounded by other macroeconomic challenges.

About the Delta Regional Authority (DRA)

The Delta Regional Authority (DRA) is a federal-state partnership created by Congress in 2000 to promote and encourage the economic development of the lower Mississippi River Delta region and Alabama Black Belt. DRA invests in projects supporting basic public infrastructure, transportation infrastructure, workforce training, and business development with an emphasis on

entrepreneurship. DRA’s mission is to help create jobs, build communities, and improve the lives of those who reside in the 252 counties and parishes of the eight-state region.

About the Delta Regional Authority’s Regional Development Plan III Strategy

The following vision, mission, and goals were concluded through the development of the *Delta Regional Development Plan III*.

VISION

The Delta region is a place where people and businesses have access to economic opportunities in vibrant, sustainable, and resilient communities.

MISSION

The Delta Regional Authority will advance its communities through the practical application of innovative ideas and strategies that foster inclusive communities, strengthen regional collaboration and capacity, achieve sustained, long-term economic development, and produce meaningful opportunities for all Delta people.

STRATEGIC GOALS

- 1. Improved Workforce Competitiveness*
- 2. Strengthened Infrastructure*
- 3. Increased Community Capacity*

MANAGEMENT GOAL

Maintain organizational excellence and efficiency, invest in professional development, encourage innovation, and continue to be an effective steward of public funds.

Since 2016, three goals are: 1) improved workforce competitiveness, 2) strengthened infrastructure, and 3) expanded community capacity. These goals encompass the mission and priorities the DRA will work to promote for Delta residents, businesses, and communities.

Over the last five years, the DRA’s work was driven by the imperative of a holistic yet place-based approach – one that honors the region’s diversity by strategically developing programs that are regional in scope, yet customizable for individual communities. The DRA elected not to adopt a “one-size-fits-all” strategy; instead, to invest in the region’s diverse places and each of their comparative advantages. Most importantly, the DRA was intentional and inclusive in every program and collaboration. The DRA met communities where they are as the first step in moving forward, working with them to develop inclusive economies across all sectors and for all people.

III. About the DRA Strategic Plan Process

DRA's current strategic plan expires in Fiscal Year 2020; therefore, the Authority is undertaking the process of developing a new strategic plan to guide DRA activities and investments in the Delta region from Fiscal Year 2021 through Fiscal Year 2025. The DRA Communications Director, with help from DRA Leadership, will oversee this effort with extensive participation by the DRA Federal Co-Chairman, state designees from the eight Delta states, DRA Chief of Staff and staff, members and staff of the Delta region's Local Development Districts, and the general public. The final plan will be based on input and wisdom from a broad cross-section of critical stakeholders in the Delta region, including economic development practitioners and local entrepreneurs, funders and investors, local government professionals and civic leaders, educators and students, researchers, and the philanthropic and non-profit community. Contractors must also reference OMB Circular A-11 Part 6 for guidance on strategic planning for federal agencies including development of DRA's mission, long-term goals, strategies, and approaches used to monitor progress.

DRA's current strategic plan, *Moving the Delta Forward: the Delta Regional Development Plan III*, is available at https://dra.gov/images/uploads/content_files/DRA_RDP3-FINAL_APRIL2016.pdf.

Phase I: Preparation and Work Plan (March-April 2020)

- Develop and finalize work plan
- Assess recent DRA investment trends
- Synthesize background research on the Delta region
- Scan and analyze existing DRA state strategic planning documents
- Finalize and announce locations and dates for up to eight "community listening sessions" throughout the Delta region to engage the general public on critical challenges and opportunities for economic development

DRA staff will play a critical role in this first phase by assessing recent DRA investment trends, scanning guidance documents, and synthesizing research for use in both input sessions and development of draft vision, mission, goals/objectives, and performance targets. Contractors are not expected to conduct extensive background research in this phase but rather provide guidance in what may be useful for strategic plan deliberation. In addition, DRA staff will work with its state and local partners to schedule dates and locations for four community listening sessions, and plan ahead for other input sessions.

Phase II: Listening and Input (May-June 2020)

- Finalize and conduct up to eight "community listening sessions" throughout the Delta
- Obtain online feedback from Delta residents and stakeholders via surveys or other means
- Gather input from Local Development District directors and staff at community listening sessions
- Integrate preexisting strategic documents into the process (including transportation, infrastructure, industry-driven workforce development and other relevant strategic guidance)
- Convene specialized focus groups and conduct interviews with regional experts

Phase III: Data Analysis, Synthesis, and Consensus (July-August 2020)

- Synthesize all stakeholder input
- Develop key themes and critical issues
- Continue focus group discussions and interviews with regional experts
- Consider options for strategic development (draft vision, mission, goals/objectives, targets)
- Develop consensus and finalize vision, missions, goals and objectives, and performance targets (target date: August 2020)

Phase IV: Strategic Plan (September-November 2020)

- Write plan, review draft documents, continue strategic discussions as needed
- Adopt strategic plan at DRA Quarterly Meeting (target date: September 2020)
- Submit to Office of Management and Budget (target date: December 2020)
- Launch and operationalize plan

Phase V: Final Presentation

A comprehensive presentation of the finalized and adopted Regional Development Plan IV will occur at the Pre-Quorum meeting, which will coincide with DRA's Annual Summit, in December 2020 in New Orleans, LA. Both digital (pdf) and hard copies of the plan will be made available to DRA staff, leadership, state delegates and alternates, and a PowerPoint presentation will be made during that meeting. Details of that presentation will be made in consultation with DRA staff.

IV. Scope of Work

Community Listening Sessions

DRA plans up to eight several listening sessions as part of its strategic plan process. The purpose of all listening sessions is to help DRA develop a deeper understanding of the evolving opportunities and existing barriers to economic development in the Delta region and offer community residents in the Delta region and DRA stakeholders the chance to participate in and contribute to DRA's strategic plan process.

Gathering input from community partners and stakeholders will take multiple forms:

1. DRA plans to hold eight community listening sessions, one in each of our eight-state region. The location and agenda of these sessions will be decided in consultation with DRA staff and state and local hosts. Contractors should note that there may be anywhere from 100-150 individuals from a broad cross-section of the community engaged in each of these (half-day) discussions and should plan and budget accordingly. Contractors must submit a sample agenda for this session with clearly stated objectives and outcomes of the event as evidence of experience in group process and meeting facilitation.

2. DRA plans to use technology to facilitate public engagement in the strategic planning process and allow residents and stakeholders of the Delta region to participate in the process. Proposals should describe technologies such as online surveys that contractors will use for this purpose.
3. DRA will supplement the listening sessions with a series of up to eight focus groups designed to engage regionally based practitioner experts on a specific topic. The purpose is to dig deeper into a given topic or strategy. The focus groups have not yet been determined. DRA will work with the selected contractor to identify the location, topic, and participants for each focus group. Additionally, contractors should consider conducting one-on-one interviews with regional experts to supplement knowledge of a particular topic or strategy relevant to economic development in the Delta region.

Contractors are expected to develop and finalize meeting agendas, facilitate on-side discussion, take notes and synthesize findings of all input streams. Notes and background materials should be easily translated to strategic planning concepts and ideas to be used later in the process.

Work Sessions with DRA

The planning process will include four work sessions with DRA staff and federal and state stakeholders.

The first work session will be with a DRA staff and potentially a steering committee, in Memphis, TN, early in the process to outline the process, develop and design the input sessions, schedule input session dates, and clarify roles, expectations, and communication flows. During this session, contractors should factor in time to interview DRA management for early input into the planning process.

The second work session will be with the DRA staff and selected state delegates, in Memphis, TN, to synthesize major themes and critical issues identified in the earlier input sessions and synthesize preexisting strategy documents into draft options for the strategic plan's mission, goals, objectives, and performance targets.

The third work session (in Memphis, TN or Little Rock, AR) will be with DRA staff and leadership officials representing the DRA partnership (Federal Co-Chair and State Designees and Alternates) to review findings to date and discuss options for DRA's vision, mission, goals, objectives, and performance targets.

The final work session will be with DRA staff to reach consensus on critical strategic plan elements.

Contractors are expected to develop work session meeting agendas, facilitate discussion, take notes, and synthesize findings of work sessions. Notes and background materials should be easily translated to strategic planning concepts and ideas that would be incorporated into the strategic plan document in the next phase.

Writing and Layout of the Strategic Plan Document

The final step in the process will include writing, editing, and preliminary layout of the strategic plan document, in close consultation with the DRA Communications Director and DRA Program Directors. Contractors should factor in three rounds of edits to the document based on comments from the committee. The document will be presented to DRA for adoption in September 2020. After the strategic plan is formally adopted, DRA will submit it electronically to the U.S. Office of Management and Budget.

Note that contractors are not being asked for graphic design, branding or mass distribution of the final strategic plan, which will occur after the document is finalized via a separate process.

V. Proposal Contents

Technical Proposal

Narrative should not exceed 36 typed pages, not including the abstract and accompanying resumes and organizational background materials.

Transmittal Letter

A transmittal letter must be signed by an individual authorized to legally bind the respondent. Please note: these are ALL THRESHOLD items and failure to comply will cause immediate disqualification, so this letter must include:

- A statement indicating that the respondent is a corporation or other legal entity, including tax identification number on IRS Form W-9;
- A statement that the respondent does not discriminate in its employment practices with regard to race, color, religion, age (except as provided by law), sex, marital status, political affiliation, national origin, or handicap;
- A statement that no attempt has been made or will be made by the respondent to persuade any other person or firm to submit or not to submit a bid;
- A statement that the respondent has read, understands, and agrees to all provisions of this RFP without qualification;
- A statement identifying that all amendments to this RFP issued by the DRA have been received by the respondent. If no amendments have been received, a statement that the proposal will meet the requirements set forth in the RFP;
- A statement of compliance with the Americans with Disabilities Act that the respondent does not discriminate against a qualified individual with disability because of the disability in regard to any term, condition, or privilege of employment; and

If the proposal deviates from the detailed requirements of this RFP, the transmittal letter must identify and explain these deviations. The DRA reserves the right to reject any proposal containing such deviations or to require modifications before acceptance.

Table of Contents

Respondents shall include a table of contents for the technical proposal. This table shall contain section headings and subheadings along with corresponding page numbers. Also, each section of

the technical proposal shall contain a directory of contents along with corresponding page numbers.

Summary Abstract (300 words)

In this section, provide a brief abstract of the proposal by summarizing the background, objectives, proposed methodology, and expected outputs and results of this project.

Methodology

Describe the approach or methods intended to accomplish all the tasks specified in this RFP, making references to the phases and work tasks described in this document. Contractors are encouraged to suggest creative activities that supplement the tasks and add value to the existing process.

Project Work Plan and Milestones

The proposal should describe the phases into which the proposed work can be logically divided and performed, following closely the four phases outlined earlier. Flow charts should be included. A schedule of milestones and deadlines should be specified for the completion of various work elements, including work sessions, input sessions, survey, focus groups, interviews, analyses, written progress reports, preliminary drafts for review, and final draft plan. Monthly call-ins with DRA staff are also required.

Key Personnel

Personnel performing the work must be described in this section, including the number of people and their professional classifications (e.g., project director, meeting facilitator, analyst, business consultant, writer, etc.). Brief resumes of the education and relevant experience of key personnel are required. The selected contractor will be required to furnish the services of those identified in the proposal as key personnel. Any change in key personnel is subject to approval by DRA.

Management Proposal

The resource capability and program management for planning and performing the research will be considered in the proposal selection process.

Business Management Organization and Personnel

Furnish a brief narrative description of the organization, including the division or branch planned to perform the proposed effort, and the authority responsible for controlling these resources and personnel.

Respondent's Background

This section of the proposal shall contain information regarding the respondent's corporate background including size and resources, financial standing, involvement in litigation, and references. Also, please include highlights enumerating experience with projects similar to the ones presented in this RFP.

Corporation's Background

Proposals shall include details of the background of the respondent's organization regarding the subsequent items:

- Date established;
- Ownership (whether public, partnership, subsidiary, or specified other);
- Total number of employees; and
- Number of full-time-equivalent (FTE) employees engaged in similar contracts.

Letters of Recommendation and References

Each respondent shall submit a list of three recent (within three years) professional references and a letter of recommendation from three additional references. Recommendations will be verified, so it is very important that the proposal contain current telephone numbers, mailing addresses, and email addresses for all references.

Staffing Plan

A staffing plan is required that describes the contractor's proposed staff distribution to accomplish this work and the existing/upcoming workload for each professional staff member during the period of performance under this contract. The staffing plan should present a chart that partitions the time commitment of each professional staff member to the project's tasks and schedule. In addition, the proposal should include a detailed description of activities for key project-related personnel and anticipated deliverables. Finally, the proposal should identify the relationship of key project personnel to the contracting organization, including consultants and subcontractors.

Relevant Prior Experience

The proposal must describe the qualifications and experience of the organization and the personnel to be assigned to the project. Information provided should include direct experience with the specific subject-matter area and must reference examples of similar strategic planning or economic development efforts undertaken by the applicant's organization and the extent to which performance goals were stated and achieved.

As evidence of relevant prior experience, contractors must include two writing samples appended as supplemental:

1. Sample agenda for a community input session, including purpose, objective, activities, expected outcomes, and other information as relevant.
2. Sample strategic plan or related economic development document similar in scope and scale to the work requested.

Contractors who do not submit writing samples as requested will not be considered for interviews. Contractors must also provide organization names and addresses, names of contact persons, and telephone numbers for reference. Up to three references are requested.

Contract Agreement Requirements

This section of the proposal should contain any special requirements that the contractor wants to include in the contract.

Cost Proposal

The contract awarded for this project will be a FIRM FIXED-PRICE CONTRACT, with a total budget not to exceed **\$135,000**. Payments shall be made on a monthly schedule. The contract terms shall remain firm during the project and shall include all charges that may be incurred in fulfilling the terms of the contract.

Proposals must include an estimate for all work in the proposal, as well as hourly and daily rates of all relevant staff members; and must include estimated costs of travel to locations in the Delta region and Washington, DC for listening sessions, focus groups, and work sessions with DRA staff and representatives. We anticipate that the strategic planning process will include travel for up to sixteen meetings either in the Delta region or in the Washington, DC area. Proposals should also factor in time for multiple video conference calls with DRA staff throughout the process.

Proposals should not include a budget for logistical support for work sessions with DRA staff, community listening sessions and focus group meetings, travel support for community members and invited guests, audio-visual needs, meeting space rental, food and refreshments, meeting handouts, mass printing and distribution of the strategic plan, and final plan graphic design and photography. It is anticipated that DRA and its local/state partners will provide logistical and administrative support for all events and work sessions, including communications and marketing of events, advance (online) and onsite registration, meeting handouts, meeting space rental, food/refreshments and audio-visual needs.

Note that DRA policy on allowable indirect overhead costs for university-based contracts is to permit universities to charge the same rates charged to their own state agencies.

VI. Proposal Submissions

Proposals are due on or before 5:00 PM EST on March 6, 2020.

Please send proposals as one Microsoft Word or PDF file to:

Shawna Blair
Communications Director
Delta Regional Authority
Washington, DC
202-434-4842
sblair@dra.gov

Additionally:

- Telephone or fax responses will not be accepted for this RFP;
- Submissions **MUST** be sent via email;
- Responses or unsolicited amendments will not be accepted after the closing date and time; and
- Requests for time extensions past any deadlines will not be considered.

VII. Proposal Evaluation

DRA will select contractors through a competitive process based on the following criteria:

- Background and experience in strategic planning and economic development;
- Meeting design expertise, facilitation skills, and group process skills;
- Background and experience working with Delta communities;
- Background and experience working with rural and/or economically distressed communities;
- Quality of writing, based on samples of work (listening session agenda and other documents);
- Use of technology to facilitate input from stakeholders;
- Creativity, innovation; and
- Cost-effectiveness of proposal.

Select contractors will be requested to present their proposal in-person to DRA leadership and staff on March 18th or 19th in Washington, DC. Travel, lodging accommodations, and meals will not be covered by DRA and are the sole expense of the contractor.

It is anticipated that the contractor will be selected by March 20, 2020 for estimated contract start date of March 25, 2020 and completion date of December 31, 2020.

VIII. Procurement, Terms, and Conditions

Proposals will be thoroughly evaluated in order to identify which are acceptable. The contract award shall be made to the responsible respondent whose proposal is determined to be the most advantageous to the DRA. The DRA reserves the right to reject any and all proposals. The DRA reserves the right to award the contract to the respondent best suited for fulfill the contract deliverables. Lowest price will not be a consideration for awarding the contract. The DRA reserves the right to decline to award a contract from this RFP.

Rules of Procurement

To facilitate the procurement of this contract, various rules have been established. They are described in the following paragraphs.

No Contingency Fees

The contractor shall not pay any fee, commission, percentage, or brokerage fee; shall not offer any gift nor any other consideration contingent upon or resulting from the award of a contract to perform the specifications of this RFP.

Independent Price Determination

A proposal will not be considered for award if the price in the proposal was not arrived at independently, without collusion, consultation, communications, or agreement as to any matter relating to such prices with any other offer or with any competitor.

Multiple Proposals

The respondent is prohibited from making multiple proposals.

RFP Amendments

The DRA may withdraw or cancel this RFP any time prior to the award of a contract. The DRA may amend this RFP by issuing a notice of amendment prior to the opening of proposals. In unusual circumstances, the DRA may postpone a proposal opening in order to give sufficient time to respond to an amendment.

Costs of Preparing Proposals

Costs for developing any proposals will be the sole responsibility of the respondent whether or not any award results from this solicitation. The DRA will not provide reimbursement for such costs.

Disposition of Proposals

All proposals become the property of the DRA and shall be a matter of public record subject to provisions of the Freedom of Information Act, 5 U.S.C.A. § 552, As Amended By Public Law No. 104-231, 110 Stat. 3048. In order to prevent any parties from obtaining information that would result in an unfair competitive advantage, no proposal will be released prior to the announcement of the results of the procurement process.

If the proposal contains material that is considered by the respondent to be confidential, the respondent will so designate the material on a separate page after the Transmittal Letter and state the legal basis for the claim of confidentiality. In responding to any requests under the “Freedom of Information Act” for materials so designated, the DRA will review the basis for the claim of confidentiality to determine if the claim of confidentiality appears justified. If there appears to be a valid basis for the claim of confidentiality, the material will not be released.

If in the judgement of the DRA, there is no valid justification for the claim of confidentiality, the respondent will be notified prior to the release of the information.

Incorporation Into Contract

Appropriate portions of the successful proposal may be incorporated into the contract and will be a matter of public record subject to disclosure under the provisions of the Freedom of Information Act, 5 U.S.C.A. § 552, As Amended By Public Law No. 104-231, 110 Stat. 3048.

The DRA will have the right to use all ideas, or adaptations of those ideas, contained in any proposal received in response to this RFP. Selection or rejection of the proposal will not affect this right.

Proposal Amendments and Rules for Withdrawal

A proposal may be amended or withdrawn by a respondent prior to the opening date and hour. After the opening of the proposals, the DRA may, in its sole discretion, permit withdrawal of a proposal when the best interest of the DRA would be served. Generally, withdrawal will be allowed only in cases where a respondent has made an honest mistake not resulting from negligence. No amendment or withdrawal will be permitted after an award has been made.

Acceptance of Proposals

The DRA reserves the right to request necessary amendments, reject any or all proposals received, or cancel this RFP, according to the best interest of the DRA. The DRA also reserves the right to waive minor irregularities in proposals provided such action is in the best interest of the DRA.

Where the DRA may waive minor irregularities, such waiver shall in no way modify the RFP requirements or excuse the respondent from full compliance with the RFP specifications and other contract requirements if the respondent is awarded the contract.

Rules Regarding Acceptance of Proposals

All proposals properly submitted in accordance with the above rules shall be accepted by the DRA. However, the DRA reserves the right to request necessary amendments or supplementation to proposals or to reject any or all proposals received, amend the RFP, or cancel this RFP at any time, according to the best interest of the DRA.

The DRA reserves the right to waive minor irregularities in proposals providing they meet the rules of procurement and mandatory requirements. Such a waiver shall be done in the best interest of the DRA and shall in no way modify the RFP requirements or excuse the respondent from full compliance with the RFP specifications, including contract requirements if the respondent is awarded the contract.

Contract Award

Upon completion of the proposal evaluations, the DRA will send a notice of intended contract award to all respondents whose proposals were evaluated.

The DRA may decline to enter into a contract as a result of this RFP. If a contract is awarded, it shall be awarded to the respondent whose proposal is determined to be most advantageous to the DRA based on the selection criteria.

Protest of Award

Respondents who wish to protest the award shall provide a written justification explaining the reasoning. The DRA will review the information received and maintains the sole discretion of determining validity of each claim submitted.

Evaluations Organization

An evaluation by the DRA staff will be established to evaluate the merit of the proposals according to established criteria. The areas to be evaluated are shown in Sections I, II, and III.

Evaluation of Threshold and Administrative Requirements

Each proposal will be evaluated to determine if it is complete and whether it complies with the instructions to Respondents listed in this RFP.

Each proposal that is incomplete or fails to comply with the RFP will be declared non-responsive and will be rejected with no further evaluation. Any proposal that includes significant inconsistencies or inaccuracies may be rejected. The DRA may waive minor irregularities or reject any or all proposals. The DRA reserves the right to request clarifications from Respondents.

Performance Indicators and Performance-Based Contracting

The duration of the contract will be March 25, 2020 through December 18, 2020 and may be extended at the sole discretion of the DRA.

The contractor must comply with all statutes, regulations, codes, ordinances, and licensure or certification requirements applicable to the contractor or to the contractor's agents and employees, and to the subject matter of the contract. Failure to comply shall be deemed inadequate performance.

Performance evaluations shall be conducted prior to the completion of the contract as necessary to determine if the contractor's performance is adequate. In addition, a performance evaluation shall be conducted as soon practical after the contract performance is completed. Final payment shall not be made unless and until a performance evaluation evidencing adequate performance is submitted.

Some examples of the contract program deliverables and performance indicators are included in this RFP. Other deliverables and performance indicators may be added during the contract process.

Terms and Conditions

DRA shall not, under any circumstances, be responsible for any cost, or expenses associated with this proposal including, but not limited to, research, investigation, development, preparation, duplication, production, collation, packing, delivery, transmittal, or presentation of the proposal or any related information, data documentation, and material. All costs and expenses incurred by

the responder in connection with this proposal submittal shall be the sole responsibility of the responder.