

RFP Title: ICWA Best Practices and Tribal Engagement
RFP Number: CFCC-2021-05-LV

REQUEST FOR PROPOSALS

JUDICIAL COUNCIL OF CALIFORNIA

REGARDING:
ICWA Best Practices and Tribal Engagement

RFP No. CFCC-2021-05-LV

PROPOSALS DUE:
NO LATER THAN MAY 3, 2021 AT 3:00 P.M. PACIFIC TIME

1.0 BACKGROUND INFORMATION

- 1.1** The Judicial Council of California, chaired by the Chief Justice of California, is the policy-making body for the California court system. The California Constitution directs the Judicial Council to improve the administration of justice by surveying judicial business and recommending improvements to the courts; and adopting rules for court administration.
- 1.2** The Center for Families, Children, and the Courts (CFCC) is an office of the Judicial Council. The CFCC is dedicated to improving the quality of justice and services to meet the diverse needs of children, youth, and families. To that end, CFCC develops and provides education for multidisciplinary audiences, including judges, court staff, attorneys, social workers, and probation officers.
- 1.3** The Judicial Council intends to award one or more Agreements to (1) conduct three webinars addressing the challenges that tribes and tribal advocates experience in effectively participating in state court proceedings governed by the Indian Child Welfare Act (ICWA) and strategies and best practices to address and mitigate those challenges; and (2) work with local courts identified by the Judicial Council on tribal engagement strategies including outreach to tribes and tribal advocates with cases in the court; interviewing tribal representatives, advocates and service providers and Indian children and parents who have appeared in court about their experience; convening listening sessions; and providing a report and recommendations to the court on tribal engagement.

2.0 DESCRIPTION OF SERVICES AND DELIVERABLES

- 2.1 Introduction.** The Judicial Council seeks the services of a person(s) or entity(ies) with expertise in the Indian Child Welfare Act, the rights of tribes participating in state court ICWA proceedings, and familiarity with the actual experiences of tribal representatives and tribal advocates appearing in state court ICWA proceedings; demonstrated experience developing and delivering effective online educational webinars (Project 1); and demonstrated experience with Joint Jurisdiction Courts, tribal outreach and engagement, and experience working with state courts and tribes as well as tribal advocates, Indian children and parents (Project 2).

Each Proposer may bid on one or both projects of this RFP.

The Judicial Council intends to award one or more Agreement(s) with an initial term of approximately (5) months from **May 1, 2021** through **September 30, 2021, (Year 1)**, and a second term from **October 1, 2021** through **September 30, 2022 (Year 2)**. The total funding available for this project is between **\$6,000-\$18,000 for Project 1** and **\$10,000-\$30,000 for Project 2**.

2.2 Project 1: Curriculum, Trainings, Registration, and Distance Learning on a secure platform. The following key resources must be covered: the *Best Practices Guide for California Courts and Judicial Officers* (<https://www.courts.ca.gov/8103.htm>), and *Joint Jurisdiction Courts: Challenges* (publication available by project start.). Topics must include: barriers that tribes and tribal advocates experience in effectively participating in state court proceedings governed by the Indian Child Welfare Act; strategies and best practices to address and mitigate those challenges; establishing an Indian Child Welfare Act specialized court; the various models for such courts and the benefits of such courts; and Joint Jurisdiction Courts including what they are, how to establish them and the benefits of such courts.

2.2.1 Tasks and Deliverables.

The Judicial Council anticipates the following major tasks and specific deliverables in connection with the scope of services described in this Request for Proposal (RFP). Without changing the Deliverables, the Proposer may validate and expand on the tasks in the proposal while noting that any changes to project scope will be contingent on approval by the Judicial Council of California.

2.1.1.1 Task 1 – Curriculum Development and Delivery

2.1.1.1.1 All curriculum and trainings will be done via webinar/remote learning. Proposer will be responsible for scheduling and coordinating logistics for training and registration tools/software and process, confirmation of attendance of participants, licensing a secure webinar platform and providing electronic copies of program materials for instructors and participants.

2.1.1.1.2 Each webinar must be at least two hours long. The platform for conducting webinar must be capable of recording the webinar for posting and future use on the JCC website. Content for all webinars should meet the standards to receive educational credit from the California State Bar and BBS educational credits.

2.1.1.1.3 Meet with and obtain input from CFCC project staff on needs, gaps, objectives and outcomes for Webinar #1: Challenges that tribes and tribal advocates experience in effectively participating in state court proceedings governed by the Indian Child Welfare Act and strategies and best practices to address and mitigate those challenges; how to establish an Indian Child Welfare Act specialized court, the various models for such courts, and the benefits of such courts; Joint Jurisdiction Courts: what they are, how to establish

them and the benefits of such courts. **Deliverable 1:**
Due by May 31, 2021

- 2.1.1.1.4 Design and develop the curriculum for Webinar #1. Curriculum must include competencies, objectives, outline, and agenda with content to be covered. Instructor lesson plan for curriculum must be developed that includes key points for each learning objective, and participant materials, power point presentations and other multi-media presentations or training methods, exercises, hypothetical's, case studies, practice opportunities with direct and immediate individual feedback/critique, participant evaluation forms and other handouts. **Deliverable 2: Due by June 30, 2021**
- 2.1.1.1.5 Deliver curriculum Webinar #1. Confirmation of attendance must be provided to the Judicial Council. Webinars must be recorded and provided to the Judicial Council in a common editable format. **Deliverable 3: Due by July 31, 2021**
- 2.1.1.1.6 Meet with and obtain input from CFCC project staff on needs, gaps, objectives and outcomes for Webinar #2: How to establish an Indian Child Welfare Act specialized court, the various models for such courts, and the benefits of such courts; Joint Jurisdiction Courts: what they are, how to establish them and the benefits of such courts. **Deliverable 4: Due by May 31, 2021**
- 2.1.1.1.7 Design and develop the curriculum for Webinar #2. Curriculum must include competencies, objectives, outline, and agenda with content to be covered. Instructor lesson plan for curriculum must be developed that includes key points for each learning objective, and participant materials, power point presentations and other multi-media presentations or training methods, exercises, hypothetical's, case studies, practice opportunities with direct and immediate individual feedback/critique, participant evaluation forms and other handouts. **Deliverable 5: Due by June 30, 2021**
- 2.1.1.1.8 Deliver curriculum Webinar #2. Confirmation of attendance must be provided to the Judicial Council. Webinars must be recorded and provided to the Judicial Council in a common editable format. **Deliverable 6: Due August 15, 2021**

2.1.1.1.9 Meet with and obtain input from CFCC project staff on needs, gaps, objectives, and outcomes for Webinar #3: Joint Jurisdiction Courts: what they are, how to establish them and the benefits of such courts.

Deliverable 7: Due by May 31, 2021

2.1.1.1.10 Design and develop the curriculum for Webinar #3. Curriculum must include competencies, objectives, outline, and agenda with content to be covered. Instructor lesson plan for curriculum must be developed that includes key points for each learning objective, and participant materials, power point presentations and other multi-media presentations or training methods, exercises, hypothetical's, case studies, practice opportunities with direct and immediate individual feedback/critique, participant evaluation forms and other handouts. **Deliverable 8: Due by June 30, 2021**

2.1.1.1.11 Deliver curriculum Webinar #3. Confirmation of attendance must be provided to the Judicial Council. Webinars must be recorded and provided to the Judicial Council in a common editable format. **Deliverable 9: Due by September 15, 2021**

2.3 Project 2: Tribal engagement strategies with interested local courts. Work with up to 3 interested local courts identified by Judicial Council on a tribal engagement strategy including outreach to tribes, tribal advocates with cases in the court, interviewing tribal representatives, advocates and service providers and Indian children and parents who have appeared in the court about their experience with the court and any barriers, they have experienced; convene listening sessions; and provide a report and recommendations to the court for quality improvement.

2.3.1 Tasks and Deliverables.

The Judicial Council anticipates the following major tasks and specific deliverables in connection with the scope of services described in this Request for Proposal (RFP). Without changing the Deliverables, the Proposer may validate and expand on the tasks in the proposal while noting that any changes to project scope will be contingent on approval by the Judicial Council of California.

2.3.2 Task 1- Tribal Engagement Strategy Development

2.3.2.1 Meet with and obtain input from CFCC staff on needs, objectives, and outcomes for this project. **Deliverable 1, Due by October 15, 2021**

RFP Title: ICWA Best Practices and Tribal Engagement
RFP Number: CFCC-2021-05-LV

- 2.3.2.1.1 Prepare draft strategy or strategies for up to 3 interested courts **Deliverable 2, Due by December 15, 2021**
- 2.3.2.1.2 Make modifications to strategy or strategies based on feedback from CFCC tribal project’s staff. **Deliverable 3, Due by March 15, 2022**
- 2.3.2.1.3 Organize and facilitate remote or in-person meetings between representatives of the court and tribal community members operating within the county juvenile court system. **Deliverable 4, Due by September 15, 2022.**

Below is an estimate of the deadlines for deliverables. Actual deadlines may change and will be communicated to Proposer.

Year 1 Deliverables	Description	Completion Date
1, 4, & 7	Meet with JCC staff to discuss content of webinars, identify appropriate presenters, materials, learning objectives and other logistics for the webinar.	By May 31, 2021
2, 5, & 8	Deliver outline of webinars including PowerPoint or other presentation materials, handouts, and evaluations to JCC staff for review.	By June 30, 2021
3, 6, & 9	Incorporate JCC staff comments. Present webinars live. Provide edited recording of webinar, including transcript, to JCC for posting on JCC website.	By July 31, 2021 August 15, 2021 September 15, 2021

Year 2 Deliverables	Description	Completion Date
1.	Meet with JCC staff to discuss local courts that have expressed an interest in tribal engagement and how to develop a tribal engagement plan for that local court.	October 15, 2021
2.	Implement tribal engagement plan, including identifying tribes and tribal service agencies within the county and tribes that have Indian Child Welfare Act cases in the local court; conducting outreach to tribes, tribal representatives, tribal service providers and other tribal community members operating within the county juvenile court system and gathering information on their experiences within the juvenile court.	December 15, 2021

Year 2 Deliverables	Description	Completion Date
3.	Report to JCC staff and local court representative on results of tribal outreach including any issues or concerns arising from that outreach.	March 15, 2022
4.	At the option of the local court organize and facilitate a remote or in-person meeting between representatives of the court and tribal community members operating within the county juvenile court system.	September 15, 2022

3.0 TIMELINE FOR THIS RFP

The Judicial Council has developed the following list of key events related to this RFP. All dates are subject to change at the discretion of the Judicial Council.

EVENT	DATE
RFP issued	April 15, 2021
Deadline for questions submitted to: solicitations@jud.ca.gov	April 21, 2021 no later than 3:00pm PST
Questions and answers (estimate only) www.courts.ca.gov/rfps.htm	April 23, 2021
Latest date and time proposal may be submitted	May 3, 2021 no later than 3:00pm PST
Evaluation of proposals (estimate only)	May 4-7.2021
Notice of Intent to Award (estimate only)	May 10 2021
Negotiations and execution of contract (estimate only)	May 10-14, 2021
Contract start date (estimate only)	May 17, 2021
Contract end date	September 30, 2022

4.0 RFP ATTACHMENTS

The following attachments are included as part of this RFP:

ATTACHMENT	DESCRIPTION
Attachment 1: Administrative Rules Governing RFPs (Non-IT Services)	These rules govern this solicitation.
Attachment 2: JCC Standard Terms and Conditions	If selected, the person or entity submitting a proposal (the “Proposer”) must sign this Judicial Council Standard Form agreement containing these terms and conditions (the “Terms and Conditions”).
Attachment 3: Proposer’s Acceptance of Terms and Conditions	On this form, the Proposer must indicate acceptance of the Terms and Conditions or identify exceptions to the Terms and Conditions.
Attachment 4: General Certifications Form	The Proposer must complete the General Certifications Form and submit the completed form with its proposal.
Attachment 5: Darfur Contracting Act Certification	The Proposer must complete the Darfur Contracting Act Certification and submit the completed certification with its proposal.
Attachment 6: Payee Data Record Form	This form contains information the JBE requires in order to process payments and must be submitted with the proposal.
Attachment 7: Disabled Veteran Business (DVBE) Declaration	Complete this form only if the Proposer wishes to claim the DVBE incentive associated with this solicitation.
Attachment 8: Disabled Veteran Business (DVBE) Certification-Bidder Declaration	Complete this form only if the Proposer wishes to claim the DVBE incentive associated with this solicitation.

5.0 PAYMENT INFORMATION

The Project 1 in Year 1 of the contract will be comprised of three (3) deliverables per webinar with a firm fixed price per deliverable. Project 2 in Year 2 of the contract will consist of four (4) deliverables per local court. The compensation outlined for all contracts issued under this RFP may not exceed \$6,000-\$18,000 for Project 1 and \$10,000-\$30,000 for Project 2, including travel and all other expenses. Subject to the terms in Attachment 2, Appendix B, and Payment Provisions, the selected Proposers will be paid on a firm-fixed price per Deliverable basis.

The Selected Proposers shall submit invoices upon satisfactory completion of services for each deliverable outlined in Section 2. Invoice shall include, in detail, all costs and applicable charges.

The payment term is Net 60 days from the receipt of correct invoice.

Payment will be made after completion of deliverables as follows:

Table 1 Deliverable Milestones: Project 1

Deliverable Milestone(s) Description	<i>Estimated Completion Date</i>	<i>Estimated Maximum Firm Fixed Amount Per Webinar</i>
First, Fourth and Seventh Deliverable Milestone: Meet and Obtain input from CFCC project staff on needs, gaps, objectives, and outcomes of this project.	By May 31, 2021	\$1,000
Second , Fifth and Eighth Deliverable Milestone: Design and develop curriculum for webinar.	By June 30, 2021	\$2,000
Third, Sixth and Ninth Deliverable Milestone: Deliver and record Webinar. Provide confirmation of registration, attendance recorded, and editable copy of webinar.	By July 31, 2021 August 15, 2021 September 15, 2021	\$3,000

Table 2 Deliverable Milestones: Project 2

Deliverable Milestone(s) Description	<i>Estimated Completion Date</i>	<i>Estimated Maximum Firm Fixed Amount per local court</i>
First Deliverable Milestone: Meet with JCC staff to discuss local courts that have expressed an interest in tribal engagement and how to develop a tribal engagement plan for that local court.	October 15, 2021	\$1,000
Second Deliverable Milestone: Implement tribal engagement plan for up to 3 courts, including identifying tribes and tribal service agencies within the county and tribes that have Indian Child Welfare Act cases in the local court; conducting outreach to tribes, tribal	December 15, 2021	\$5,000 per court up to 3 courts

representatives, tribal service providers and other tribal community members operating within the county juvenile court system and gathering information on their experiences within the juvenile court.		
Third Deliverable Milestone: Report to JCC staff and local court representative on results of tribal outreach including any issues or concerns arising from that outreach.	March 15, 2022	\$2,000
Fourth Deliverable Milestone: At the option of the local court organize and facilitate a remote or in-person meeting between representatives of the court and tribal community members operating within the county juvenile court system.	By September 15, 2022	\$2,000 per court up to 3 courts

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6.0 SUBMISSIONS OF PROPOSALS

- 6.1 Proposals should provide straightforward, concise information that satisfies the requirements of the “Proposal Contents” section below. Expensive bindings, color displays, and the like are not necessary or desired. Emphasis should be placed on conformity to the RFP’s instructions and requirements, and completeness and clarity of content.
- 6.2 The Proposer must submit its proposal in two parts with associated attachments, the Technical Proposal and the Cost Proposal.
- 6.2.1. **Technical Proposal** - The Proposer must submit via email their Technical Proposal as a separate Attachment from the Cost Proposal to the Solicitations mailbox at solicitations@jud.ca.gov. The Technical Proposal must be signed by an authorized representative of the Proposer. The Proposer must indicate on the Subject line of the submission email the RFP title and number and also indicate the RFP number and title on the Proposal attachments.
- 6.2.2 **Cost Proposal** - The Proposer must submit via email their Cost Proposal as a separate Attachment from the Technical Proposal to the Solicitations mailbox at solicitations@jud.ca.gov. The Cost Proposal must include all components required in Section 2. The Proposer must indicate on the Subject line of the submission email the RFP title and number and also indicate the RFP number and title on the Proposal attachments.
- 6.3 Submission acceptance will be based on the date and time the emails are received by the Judicial Council. Both emails must be received no later than the due date and time or the proposal will not be accepted.

- 6.4 Only written proposals via email will be accepted. Proposals may not be transmitted by fax.

7.0 PROPOSAL CONTENTS

7.1 Technical Proposal. The following information must be included in the technical proposal. A proposal lacking any of the following information may be deemed non-responsive.

- a. A cover letter containing Proposer's name, address, telephone and fax numbers, and federal tax identification number. Note that if the Proposer is a sole proprietor using their social security number, the social security number will be required before finalizing a contract.
- b. Name, title, address, telephone number, and email address of the individual who will act as the Proposer's designated representative for purposes of this RFP.
- c. A minimum of two (2) clients to serve as references for whom the Proposer has conducted similar services. References are to include names, addresses, telephone numbers and the email address of a contact person for each client. The JCC may contact referenced clients when reviewing an offer to verify the information provided.
- d. Resume for each individual proposed to work on this project. Resumes should include a person's education, any applicable credentials and/or certifications, current work history and a summary of experience and knowledge to support the project as outlined in Section 2.0.
- e. Statement of Proposer's experience on similar assignments.
- f. Proposed Work Plan based on Section 2.0: Description of Services and Deliverables, including timeframe for completion for all proposed tasks, using the general deadlines provided in Section 2.2.
- g. Acceptance of the Terms and Conditions.
 - i. On Attachment 3, the Proposer must check the appropriate box and sign the form. If the Proposer marks the second box, it must provide the required additional materials. An "exception" includes any addition, deletion, or other modification.
 - ii. If exceptions are identified, the Proposer must also submit (i) a red-lined version of the Terms and Conditions that implements all

proposed changes, and (ii) a written explanation or rationale for each exception and/or proposed change.

h. Certifications, Attachments, and other requirements.

i. The Proposer must complete the General Certifications Form (**Attachment 4**) and submit the completed form with its proposal.

ii. The Proposer must complete the Darfur Contracting Act Certification (**Attachment 5**) and submit the completed certification with its proposal.

iii. If Contractor is a California corporation, limited liability company (“LLC”), limited partnership (“LP”), or limited liability partnership (“LLP”), proof that Contractor is in good standing in California. If Contractor is a foreign corporation, LLC, LP, or LLP, and Contractor conducts or will conduct (if awarded the contract) intrastate business in California, proof that Contractor is qualified to do business and in good standing in California. If Contractor is a foreign corporation, LLC, LP, or LLP, and Contractor does not (and will not if awarded the contract) conduct intrastate business in California, proof that Contractor is in good standing in its home jurisdiction.

7.2 Cost Proposal. The following information must be included in the cost proposal.

- i. A detailed line item budget for each deliverable(s) described in Section 2.0 and the costs shall not exceed estimated maximum firm fixed amount.
- ii. A full explanation of all budget line items in a narrative entitled “Budget Justification.”
- iii. A “not to exceed” total for all work and expenses payable under the contract, if awarded.

NOTE: It is unlawful for any person engaged in business within this state to sell or use any article or product as a “loss leader” as defined in Section 17030 of the Business and Professions Code.

8.0 OFFER PERIOD

A Proposer's proposal is an irrevocable offer for ninety (90) days following the proposal due date. In the event a final contract has not been awarded within this period, the JBE reserves the right to negotiate extensions to this period.

9.0 EVALUATION OF PROPOSALS

At the time proposals are opened, each proposal will be checked for the presence or absence of the required proposal contents.

The JCC will evaluate the proposals on a 100-point scale using the criteria set forth in the table below. Award, if made, will be to the highest-scored proposal.

If a contract will be awarded, the JBE will post an intent to award notice at <http://www.courts.ca.gov/rfps.htm>.

CRITERION	MAXIMUM NUMBER OF POINTS
Quality of work plan submitted and Proposer's understanding of the problem or needs. (<i>Section 2.0.</i>)	20
Experience on similar assignments	25
Cost	30
Qualifications of Proposer based on resumes submitted including experience, expertise, and credentials, if any.	7
Acceptance of the Terms and Conditions	10
Ability to meet timing requirements to complete the project	5
Disabled Veteran Business Enterprise Incentive (<i>Section 12.0</i>)	3

10.0 INTERVIEWS

The JCC may conduct interviews with Proposers to clarify aspects set forth in their proposals or to assist in finalizing the ranking of top-ranked proposals. The interviews may be conducted in person or by phone. If conducted in person, interviews will likely be held at the JCC offices in San Francisco. The JCC will not reimburse Proposers for any costs incurred in traveling to or from the interview location. The JCC will notify eligible Proposers regarding interview arrangements.

11.0 CONFIDENTIAL OR PROPRIETARY INFORMATION

PROPOSALS ARE SUBJECT TO DISCLOSURE PURSUANT TO APPLICABLE PROVISIONS OF THE CALIFORNIA PUBLIC CONTRACT CODE AND RULE 10.500 OF THE CALIFORNIA RULES OF COURT. The JBE will not disclose (i) social security numbers, or (ii) balance sheets or income statements submitted by a Proposer that is not a publicly-traded corporation. All other information in proposals will be disclosed in response to applicable public records requests. Such disclosure will be made regardless of whether the proposal (or portions thereof) is marked “confidential,” “proprietary,” or otherwise, and regardless of any statement in the proposal (a) purporting to limit the JBE’s right to disclose information in the proposal, or (b) requiring the JBE to inform or obtain the consent of the Proposer prior to the disclosure of the proposal (or portions thereof). Any proposal that is password protected, or contains portions that are password protected, may be rejected. Proposers are accordingly cautioned not to include confidential, proprietary, or privileged information in proposals.

12.0 DISABLED VETERAN BUSINESS ENTERPRISE INCENTIVE

12.1 Qualification for the DVBE incentive is not mandatory. Failure to qualify for the DVBE incentive will not render a proposal non-responsive.

12.2 Eligibility for and application of the DVBE incentive is governed by the Judicial Council’s DVBE Rules and Procedures. Proposer will receive a DVBE incentive if, in the Judicial Council’s sole determination, Proposer has met all applicable requirements. If Proposer receives the DVBE incentive, a number of points will be added to the score assigned to Proposer’s proposal. The number of points that will be added is specified in Section 9.0 above.

12.3 To receive the DVBE incentive, at least 3% of the contract goods and/or services must be provided by a DVBE performing a commercially useful function. Or, for solicitations of non-IT goods and IT goods and services, Proposer may have an approved Business Utilization Plan (“BUP”) on file with the California Department of General Services (“DGS”).

12.4 If Proposer wishes to seek the DVBE incentive:

- i. Proposer must submit with its proposal a DVBE Declaration (Attachment 7) completed and signed by each DVBE that will provide goods and/or services in connection with the contract. If Proposer is itself a DVBE, it must complete and sign the DVBE Declaration. If Proposer will use DVBE subcontractors, each DVBE subcontractor must complete and sign a DVBE Declaration. NOTE: The DVBE Declaration is not required if Proposer will qualify for the DVBE incentive using a BUP on file with DGS.

- ii. Proposer must complete and submit with its proposal the Bidder Declaration (Attachment 8). Proposer must submit with the Bidder Declaration all materials required in the Bidder Declaration.
- 12.5 Failure to complete and submit these forms as required will result in Proposer not receiving the DVBE incentive. In addition, the Judicial Council may request additional written clarifying information. Failure to provide this information as requested will result in Proposer not receiving the DVBE incentive.
- 12.6 If this solicitation is for IT goods and services, the application of the DVBE incentive may be affected by application of the small business preference. For additional information, see the Judicial Council's Small Business Preference Procedures for the Procurement of Information Technology Goods and Services.
- 12.7 If Proposer receives the DVBE incentive: (i) Proposer will be required to complete a post-contract DVBE certification if DVBE subcontractors are used; (ii) Proposer must use any DVBE subcontractor(s) identified in its proposal unless the Judicial Council approves in writing the substitution of another DVBE; and (iii) failure to meet the DVBE commitment set forth in its proposal will constitute a breach of contract.

FRAUDULENT MISREPRESENTATION IN CONNECTION WITH THE DVBE INCENTIVE IS A MISDEMEANOR AND IS PUNISHABLE BY IMPRISONMENT OR FINE, AND VIOLATORS ARE LIABLE FOR CIVIL PENALTIES. SEE MVC 999.9.

13.0 PROTESTS

Any protests will be handled in accordance with Chapter 7 of the Judicial Branch Contracting Manual (see www.courts.ca.gov/documents/jbcl-manual.pdf). Failure of a Proposer to comply with the protest procedures set forth in that chapter will render a protest inadequate and non-responsive and will result in rejection of the protest.

The deadline for the Judicial Council to receive a solicitation specifications protest is the proposal due date set forth in Section 3.0. Protests must be sent to:

Solicitations@jud.ca.gov

Judicial Council of California
Branch Accounting and Procurement
ATTN: Protest Hearing Officer
RFP#: CFCC-2021-05-LV
455 Golden Gate Avenue, 6th Floor
San Francisco, CA 94102

RFP Title: ICWA Best Practices and Tribal Engagement
RFP Number: CFCC-2021-05-LV