

REQUEST FOR QUALIFICATIONS  
MICROMOBILITY MARKETING AND OUTREACH (RFQ# 201920-12)



SACRAMENTO AREA COUNCIL OF GOVERNMENTS  
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[www.SACOG.org](http://www.SACOG.org)

RELEASE DATE: April 1, 2020  
DEADLINE FOR QUESTIONS: May 1, 2020  
RESPONSE DEADLINE: May 29, 2020, 11:59 pm

RESPONSES MUST BE SUBMITTED ELECTRONICALLY TO:  
<https://secure.procurenow.com/portal/sacog>

Sacramento Area Council of Governments

REQUEST FOR QUALIFICATIONS

Micromobility Marketing and Outreach (RFQ# 201920-12)

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- A - Sample Standard Agreement (federal)
- B - Exhibit B DEBARMENT\_CERTIFICATION\_FORM
- C - Exhibit 10 H1 - (Example #1) Fixed Fee Cost Proposal
- D - Exhibit D LEVINE\_ACT\_DISCLOSURE\_STATEMENT
- E - EXHIBIT 10-K Consultant Annual Certification of Indirect Costs & Financial Management System
- F - Exhibit 10-O1 Consultant Proposal DBE Commitment
- G - Exhibit 15-H Proposer-Contractor Good Faith Effort
- H - Exhibit 10-I Notice to Proposers DBE Information
- I - Bike Share Marketing RFQ SOW

# I. INTRODUCTION

## I.A Summary

The expansion of bike and scooter share in the Sacramento region is a landmark opportunity to expand access to bicycles and scooters to residents, commuters, students, and visitors as a convenient, healthy, environmentally-friendly, and congestion-reducing transportation option. As more micromobility devices become available in the region it is important that people understand the rules and regulations around where they can ride and park those devices. A robust outreach and marketing campaign is key to achieving a safe and successful launch of a bike and scooter share system for users and non-users of the system.

SACOG is seeking a consultant to work collaboratively with city partners and micromobility providers to develop an innovative marketing and outreach plan, execute marketing and outreach activities, and create materials that educate users about the rules of the road and parking requirements.

The following tasks represent the work a consultant will undertake to develop and implement a marketing and outreach plan. We are aware the marketing industry has advanced rapidly and are interested in any modern or progressive techniques accompanied with data analysis that supports those techniques. The micromobility rider base tends to trend more with the younger generations where those advanced marketing techniques may be most effective in making a behavior change.

The objective of this project is to help SACOG and its partners reduce the number of people riding scooters on sidewalks and improperly parking devices. The consultant will work with SACOG, city partners, and micromobility operators to create a marketing and outreach plan that includes specific messages, events, and materials for each city (Davis, Sacramento, and West Sacramento).

These tasks will take place in two phases with the first phase focusing on education and outreach based on current parking regulations, which require users to park devices next to or at bike racks. The first phase would also include education to scooter riders that they are not allowed to ride on sidewalks. The second phase would focus on education and outreach about new places to park based on any new parking regulations that result from a separate effort to pilot and research new parking solutions (such as allowing users to park devices on the street like a motor vehicle). Any changes in parking requirements would require different messaging and graphics depending on the city and the parking pilot results. Outreach for the first phase is anticipated to begin by September 2020. The second phase would take place beginning in March 2021 and run through August 2021.



## **I.B Background**

Since the launch of micromobility devices in 2017 across the cities of Davis, Sacramento, and West Sacramento, city partners have expressed concern with how users are parking devices, sometimes limiting ADA accessibility and/or pedestrian access of sidewalks and where the devices are being used. Usage and parking issues have presented new challenges for cities and there is a need to provide outreach and education to users to ensure proper device usage.

## **I.C Contact Information**

### **Rosie Ramos**

Communications Analyst

1415 L Street

Suite 300

Sacramento, CA 95814

Email: [rrosos@sacog.org](mailto:rrosos@sacog.org)

Phone: [\(916\) 340-6208](tel:(916)340-6208)

### **Department:**

Staff User

### **Department Head:**

Jay Mason

Procurement Officer

## **I.D Timeline**

### **Release Project Date**

April 1, 2020

### **Question Submission Deadline**

May 1, 2020, 11:59pm

### **Question Response Deadline**

May 15, 2020, 11:59pm

### **Proposal Submission Deadline**

May 29, 2020, 11:59pm

### **Contractor Selection Date**

June 10, 2020



## II. SCOPE OF WORK

### II.A Task 1: Campaign Initiation and Management

The purpose of this task is to launch the project, clarify roles and responsibilities, keep all partners informed, and keep the project on time and on budget.

### II.B TASK 1.1: KICK-OFF MEETING AND PROBLEM DEFINITION

Schedule and facilitate a project kick-off meeting that includes relevant SACOG staff, City partners, micromobility operators, and existing key stakeholders. The meeting shall accomplish the following:

- Define specific campaign goals, messaging, target behaviors, and desired outcomes
- Determine metrics that will be used to define success of the campaign and outreach work
- Discuss existing relevant policy, data, peer system research and work done to date related to parking and riding education
- Identify stakeholders who will take part in materials review
- Discuss campaign opportunities, such as existing outreach events, donated and earned media opportunities, social media influencers, and prospective partners

#### **Deliverable:**

- Kick-off meeting agenda, facilitation, and summary notes

### II.C TASK 1.2: PROJECT MANAGEMENT

Schedule regular meetings and phone calls to keep SACOG and partners informed and projects on task, during campaign planning and materials development phases. Develop a 12-month project management timeline.

#### **Deliverables:**

- Ongoing meetings and calls to provide progress updates
- Ongoing project management

### II.D Task 2: Campaign Planning and Strategy

The purpose of this task is to learn about existing marketing opportunities, assets and prospective partners to inform the marketing and outreach plan.



## II.E TASK 2.1: OPPORTUNITY SCAN

Use micromobility system information (membership levels, parking locations, existing marketing strategies used by vendors) and information from Task 1 to determine key stakeholders and priority audiences in the service area and assess opportunities, risks, and constraints to consider in the development of the marketing plan.

Work with SACOG, city partners and micromobility operators to inventory existing marketing and outreach assets (e.g., social media accounts, in app messages, email blasts, outreach events) among city partners and organizations that may benefit from marketing and outreach efforts in target areas. Determine how best to leverage the marketing that has been done to date and build on existing efforts, and determine the best time between August 2020 and August 2021 to deploy specific strategies

### **Deliverable:**

- Opportunity scan memo

## II.F TASK 2.2: MARKETING AND OUTREACH PLAN DEVELOPMENT

Consultants are encouraged to bring fresh, innovative ideas to developing a marketing and outreach plan that includes strategies and materials for reaching target audiences, changing target behaviors, and achieving campaign goals. The marketing and outreach plan should include the following within a 12-month timeline:

- List of graphic elements to be produced
- Earned, social, and paid media opportunities (please provide data quantifying outreach impact where available)
- Outreach kit, including electronic toolkit, videos, or games for electronic or in-person outreach
- Any on-street, in-person outreach and education recommendations
- Other innovative strategies and materials for changing target behaviors
- Estimated budget for all campaign expenses including social media influencers and media buys

Examples of campaign graphics and materials include the following:

- Social media advertisements and posts for use by partners, providers, and influencers
- Text and graphics that can be used on websites and in email blasts
- Collateral materials, such as banners or signs for on-street, in-person engagement
- Design support for games or engaging activities for in-person outreach or social media engagement

### **Deliverables:**

- Draft marketing and outreach plan
- Final marketing and outreach plan



## **II.G Task 3: Design and Production**

The purpose of this task is to finalize messaging and design for production of materials.

### **II.H TASK 3.1: OUTREACH MATERIALS MESSAGING AND CONTENT**

Develop the messaging and content for all outreach and collateral materials. The copy will include high level messaging to be used by outreach staff as well as content for all printed material.

#### **Deliverables:**

- Draft messaging and copy
- Final messaging and copy

### **II.I TASK 3.2 CAMPAIGN DESIGN**

Prepare design concepts for overall look and feel, including colors, fonts, and graphics.

#### **Deliverables:**

- At least two draft campaign designs
- One final campaign design

### **II.J TASK 3.3 MATERIALS PRODUCTION**

Design and produce campaign materials as set forth in the marketing plan. Example campaign materials include online ads, social media posts, banners, signs, and other outreach collateral approved by SACOG and partner cities.

#### **Deliverables:**

- Draft design of graphic and collateral materials approved by SACOG
- Final design and production of graphic and collateral materials

## **II.K Task 4: Implementation**

Print and procure collateral, post to social media, and conduct outreach activities to get messages out to the community.

### **II.L TASK 4.1 OUTREACH MATERIAL PROCUREMENT AND PRINT MANAGEMENT**

Upon completion of the marketing plan, consultant will work with SACOG to source printers, request print bids, and work with the selected printer(s) to manage the print process before and after the release of files. Print management tasks will include detailing specifications, quantities, and delivery details; the release of print-ready files including detailed specifications, paper



selection, digital proofing, coordination of shipping of the final product, and communications with the printer(s) throughout the print process.

**Deliverables:**

- Print management
- Printed material as specified in the Marketing and Outreach Plan

**II.M TASK 4.2 CAMPAIGN OUTREACH SUPPORT**

The consultant should budget a significant amount of time for in-person outreach and develop a training for outreach staff to prepare them for outreach activities in the community. Possible outreach activities include the following:

- Hanging posters, banners or signs in high-ridership areas
- Talking with micromobility users as part of on-street, in-person engagement efforts
- Hosting activities in high-ridership areas to provide information about micromobility device riding and parking

**Deliverables:**

- One (1), two-hour training for outreach staff
- Staffing of any in-person outreach efforts recommended by consultant and hosted in coordination with cities and providers (4 in Sacramento, 3 in West Sacramento, 3 in Davis)

**III. VENDOR QUESTIONNAIRE**

**III.A Electronic Document Reference Listing & Table of Contents**

SOQs should include an itemized list of all electronic documents being provided to SACOG and maintain links to any documents provided on-line through the time of contract award.

**III.B Transmittal Letter\***

The transmittal letter should include the name, title, address, phone number, and original signature of an individual with authority to negotiate on behalf of and to contractually bind the consultant or consulting firm, and who may be contacted during the period of SOQ evaluation.

**The letter must also include a statement acknowledging that the consultant or consulting firm has reviewed and accepted SACOG’s Standard Agreement** (see attached) with or without qualifications. Only one transmittal letter need be prepared to accompany all copies of the technical and cost proposals.

\*Response required





### III.C Qualifications Approach\*

- **Project Understanding**
  - In this section, the proposer should demonstrate an adequate understanding of the role and relationships of SACOG.
- **Technical Approach**
  - A summary of the proposed approach
  - An explanation of the consultant's intended role as related to the role of SACOG
  - A thorough explanation of the consultant's proposed course of action. References should be made to RFQ requirements and the consultant's plans for meeting those requirements. If the consultant proposes major changes to the RFQ approach, those changes should be specified clearly. The consultant should specify its technical approach, especially data elements to be sampled, staff to be interviewed, and documents to be reviewed, etc.
  - An itemized description of the proposed project schedule (including visits, draft and final deliverables) and the deliverables to be produced
- **Project Management**
  - The proposer must prepare an explanation of the project management system and practices to be used to assure that the project is completed within the scheduled time frame and that the quality of the required products will meet SACOG's requirements.

\*Response required

### III.D Consultant Qualifications, References, and Staffing\*

The SOQ must describe the nature and outcome of projects previously conducted by the consultant's key personnel which are related to the work described within the RFQ. Descriptions should include client contact names, address, phone numbers, descriptions of the type of work performed, approximate dates on which the work was completed, and professional staff who performed the work. If a subcontractor is proposed, two to three similar qualifications and references should be provided for the subcontractor. Up to two samples of the consultant's work on closely related projects can also be included with the SOQ , if available.

#### **Staffing Resources Matrix**

The SOQ must describe the qualifications and experience of each professional who will participate in the project, including a resume for each member of the project team. A Project Manager must be designated, and an organizational chart showing the manager and all project staff must be included. A matrix must be presented indicating the effort, either in percentage of the total project or in person-hours, which will be contributed by each professional, during each phase or task making up the project.



\*Response required

### **III.E Cost Proposal\***

The cost proposal shall describe both the total and the detailed price for which the consultant will commit to complete the total scope of work and end products. The cost proposal detail shall describe estimated costs (only the total amount is a binding offer) for each professional's time, for the completion of each proposed task, for travel and per-diem (if applicable), and for materials and supplies. Cost proposals must be submitted in the standard Caltrans Local Assistance Procedures Manual 10-H format.

Failure to provide adequate cost data will result in the SOQ rejection as unresponsive. Each proposer shall also complete and submit with its cost proposal the attached Exhibit 10-K: Consultant Certification of Contract Costs and Financial Management System.

\*Response required

### **III.F Consultant and Subcontractor Information**

The SOQ must include the following information for the consultant and each subcontractor, as required by 49 CFR Section 26.11(c)(2).

1. Firm name;
2. Firm address;
3. Firm's status as a DBE or non-DBE;
4. Age of the firm; and
5. The annual gross receipts of the firm expressed in one of the following ranges: Less than \$500,000; \$500,000-\$1 million; \$1 million-\$2 million; \$2 million-\$5 million; or Over \$5 million.

The consultant may satisfy the requirements of this section by completing and submitting the Exhibit referred to as "*Disadvantaged Business Enterprise Information*", which is attached to the SACOG Standard Agreement (Part A). Consultant should also complete and submit the attached Exhibit "10-01" from Chapter 10 of the Caltrans Local Assistance Procedures Manual. (see Attached)

#### **Proposed Subcontractor Letters**

If a subcontractor will be used, the proposer must include a letter from the subcontractor committing to perform at least the work shown for subcontractor professional in the Staffing Resource Matrix mentioned above.

### **III.G Proposed Disadvantaged Business Enterprise (DBE)\*\***

DBE proposal should document consultant's proposed use of DBEs, if any, in the performance of this work, including the following:



**Must Submit:**

- Exhibit 10-01 Local Agency Consultant DBE Commitment
- Disadvantaged Business Enterprise Information (in SACOG’s Standard Agreement)

*(When DBE goal met)* Must Submit:

- Exhibit 10-01 all sections (1-24)
  - Form includes names, addresses, description, dollar amount of work each named DBE will perform, confirmation of proposer’s commitment to use identified DBE, and commitment to participate from DBE firm.

*(When DBE goal not met)* Must Submit:

- Exhibit 10-01 sections (1-6, 11)
- Exhibit 15-H Good Faith Efforts - showing that consultant made adequate good faith efforts to meet the goal.

SOQs that do not meet the DBE contract goal or make an adequate good faith effort to meet the DBE contract goal and document adequate good faith efforts shall be considered non-responsive to this RFQ.

\*Response required

**III.H Affirmative Action Program Statement**

Consultant’s affirmative action program, if required pursuant to the equal employment opportunity requirements of the U.S. Department of Labor Regulations (41 CFR Part 60, et seq.). These regulations require certain contractors to develop and maintain affirmative action programs, including service contractors (non-construction) with 50 or more employees and a federally assisted contract of \$50,000 or more.

**III.I Conflict of Interest Statement\***

Consultants and consultant firms submitting SOQs in response to this RFQ must disclose to SACOG any actual, apparent, or potential conflicts of interest that may exist relative to the services to be provided under Agreement for consultant services to be awarded pursuant to this RFQ.

If the consultant or firm has no conflict of interest, a statement to that effect shall be included in the SOQ.

\*Response required

**III.J Addenda**

If SACOG issues any Addenda for this solicitation, please submit your forms and responses here.



### **III.K Levine Act Disclosure\***

Attach the Levine Act Disclosure statement (reference attachments or at the link below)

<https://sacogca.seamlessdocs.com/f/Levine19>

\*Response required

### **III.L Debarment Form\***

Attach the Debarment Certification form (reference attachments or at the link below)

<https://sacogca.seamlessdocs.com/f/DebarmentCert>

\*Response required

## **IV. EVALUATION PROCESS**

### **IV.A Review Panel**

A SOQ review panel made up of members of SACOG and bike share partners will evaluate the SOQs.

### **IV.B Technical Evaluation**

Upon receipt of the SOQ, a technical evaluation will be performed. The review panel will evaluate each SOQ in accordance with the criteria listed in the "Evaluation Criteria" section. Proposers may be telephoned and asked for further information, if necessary. Previous clients may also be called.

### **IV.C Oral Interviews**

The SOQ review panel shall request oral interviews from the top candidates to provide additional input in the evaluation process. In the oral interview, the candidates will be requested to provide an oral presentation, which will be followed by a question and answer period. The panel may question the prospective consultants about their proposed approaches, consistent with the evaluation criteria set forth in this RFQ. In the event oral interviews are held, the panel will use the proposer's interview performance to inform its final scores on the criteria set forth below.

### **IV.D Recommendation of Award**

The panel will make recommendations to the SACOG Executive Director on the basis of the Statement of Qualifications, oral interview, if any, and reference checks. SACOG reserves the right to select consultant(s) based on its evaluation of the written SOQ and not convene oral interviews.



## V. EVALUATION CRITERIA

No.	Evaluation Criteria	Scoring Method	Weight (Points)
1.	<b>Project Understanding</b> Understanding of the background and requirements of the project	0-10 Points	6 <i>(10.5% of Total)</i>
2.	<b>Project Approach</b> The overall and technical approaches to be followed and the tasks to be performed, including detailed steps and resources required and proposed project schedule.	0-10 Points	6 <i>(10.5% of Total)</i>
3.	<b>Resource Allocation</b> The relative allocation of resources, in terms of quality and quantity, to key tasks including the time and skills of personnel assigned to the tasks and consultant's approach to managing resources and project output.	0-10 Points	7 <i>(12.3% of Total)</i>
4.	<b>Experience</b> Education and experience of proposed personnel, including qualifications of the project leader and assurance of involvement in the project.	0-10 Points	6 <i>(10.5% of Total)</i>
5.	<b>Cost</b> Cost analysis and justification.	0-10 Points	5 <i>(8.8% of Total)</i>
6.	<b>Technical Ability</b> Demonstrated Technical Ability	0-10 Points	10 <i>(17.5% of Total)</i>
7.	<b>Innovation</b> Capability of developing innovative or advanced techniques	0-10 Points	10 <i>(17.5% of Total)</i>
8.	<b>State and Federal Procedures</b> Familiarity with State and Federal procedures	0-10 Points	1 <i>(1.8% of Total)</i>
9.	<b>Finances</b> Financial responsibility	0-10 Points	5 <i>(8.8% of Total)</i>
10.	<b>DBE Participation</b> In addition, the participation of qualified Disadvantaged Business Enterprises (DBE's) in this project is strongly encouraged.	0-10 Points	1 <i>(1.8% of Total)</i>



## VI. SUBMISSION INSTRUCTIONS

### VI.A Required Online Registration

Interested parties must register with SACOG's procurement portal, <https://secure.procurenow.com/portal/sacog>, and click the "Follow" button on the specific solicitation to receive notifications of any addenda or updates.

### VI.B Submission Instructions and Deadlines

Statement of Qualifications (SOQs) must be received by SACOG's Procurement Officer via the SACOG Bid Sourcing Portal found at <https://secure.procurenow.com/portal/sacog>, as described further.

**Both the electronic copy and the portal submission should be received no later than 11:59 pm (PST) on May 29, 2020.**

### VI.C Electronic Copy Delivery Instructions

Please submit in an email, clearly titled "Micromobility Marketing and Outreach (RFP# 201920-12)", with a **consolidated full proposal containing all attachments** to both Jay Mason and Rosie Ramos at the following addresses:

[jmason@sacog.org](mailto:jmason@sacog.org);

[rramos@sacog.org](mailto:rramos@sacog.org)

## VII. TERMS & CONDITIONS

### VII.A Limitations

This Request for Qualifications (RFQ) does not commit SACOG to award a contract, to pay any costs incurred in the preparation of an SOQ in response to this request, or to procure or contract for services or supplies. SACOG expressly reserves the right to reject any and all SOQs or to waive any irregularity or informality in any SOQ or in the RFQ procedure and to be the sole judge of the responsibility of any proposer and of the suitability of the materials and/or services to be rendered. SACOG reserves the right to withdraw this RFQ at any time without prior notice. Further SACOG reserves the right to modify the RFQ schedule described above.

Until award of a contract, the SOQ shall be held in confidence and shall not be available for public review. No SOQ shall be returned after the date and time set for the opening thereof. All SOQs become the property of SACOG. Upon award of a contract to the successful bidder, all SOQs shall be public records.



## **VII.B Award**

SACOG may ask RFQ finalists to present oral briefings of their SOQ. All finalists may be required to participate in negotiations and submit such price, technical, or other revisions of their SOQ as may result from negotiations. However, each initial SOQ should be submitted on the most favorable terms from a price and a technical viewpoint.

The SACOG Board of Directors will award the contract.

## **VII.C RFQ Addenda**

Any changes to the RFQ requirements will be made by addenda issued by SACOG via the SACOG Bidding Portal (<https://secure.procurenow.com/portal/sacog>) and shall be considered part of the RFQ. Upon issuance, such addenda shall be incorporated in the agreement documents, and shall prevail over inconsistent provisions of earlier issued documentation.

## **VII.D Verbal Agreement of Conversation**

No prior, current, or post award verbal conversations or agreement(s) with any officer, agent, or employee of SACOG shall affect or modify any terms or obligations of the RFQ, or any contract resulting from this RFQ.

## **VII.E Precontractual Expense**

Precontractual expenses include any expenses incurred by proposers and selected contractor in:

- Preparing SOQs in response to this RFQ
- Submitting SOQs to SACOG
- Negotiations with SACOG on any matter related to SOQs.
- Other expenses incurred by a contractor or proposer prior to the date of award of any agreement.

In any event, SACOG shall not be liable for any precontractual expenses incurred by any proposer or selected contractor. Proposers shall not include any such expenses as part of the price proposed in response to this RFQ. SACOG shall be held harmless and free from any and all liability, claims, or expenses whatsoever incurred by, or on behalf of, any person or organization responding to this RFQ.

## **VII.F Signature**

The SOQ will also provide the following information: name, title, address and telephone number of individual with authority to bind the consultant or consultant firm and also who may be contacted during the period of SOQ evaluation. The SOQ shall be signed by an official authorized to bind the consultant or consulting firm and shall contain a statement to the effect that the SOQ



is a firm offer for at least a sixty (60) day period. Execution of the contract is expected by June 22, 2020.

### **VII.G Contract Arrangements**

The successful consultant is expected to execute a contract similar to SACOG's Standard Agreement, which meets all State and/or Federal requirements. A copy of SACOG's Standard Agreement is attached as an Exhibit.

The contract will be an agreement between SACOG and the consultant. SACOG will provide contract administration services.

### **VII.H Disadvantaged Business Enterprise (DBE) Policy**

It is the policy of SACOG, the California Department of Transportation ("Caltrans"), and the U.S. Department of Transportation that Disadvantaged Business Enterprises ("DBE's") shall have the maximum opportunity to participate in the performance of contracts financed in whole or in part with Federal funds. DBE's are for-profit small business concerns as defined in Title 49, Part 26.5, Code of Federal Regulations ("CFR"). It is also the policy of SACOG to practice non-discrimination based on race, color, national origin, or sex in the award or performance of this contract. All consulting firms qualifying under this solicitation are encouraged to submit SOQs, including those who qualify as a DBE. The requirements of 49 CFR Part 26, Regulations of the U.S. Department of Transportation, apply to this Request for Qualifications and contract.

### **VII.I DBE Obligation**

A DBE Contract Goal of 9% has been established for this contract. The proposing consultant must make good faith efforts, as defined in Appendix A, 49 CFR Part 26, to meet the Contract Goal for DBE participation in this contract.

The proposing consultant and its subcontractor(s) must agree to ensure that DBEs have the maximum opportunity to participate in the performance of contracts and subcontracts financed in whole or in part with Federal funds. In this regard, the consultant and its subcontractor(s) shall take all necessary and reasonable steps in accordance with 49 CFR Part 26 to ensure that DBEs have the maximum opportunity to compete for and perform contracts. The consultant and its subcontractor(s) shall not discriminate on the basis of race, color, national origin, or sex in the award and performance of the contract. See the "How to Respond" section for a listing of DBE information which must be included in each SOQ.

### **VII.J Title VI of the Civil Rights Act of 1964**

The consultant must agree to comply with all the requirements imposed by Title VI of the Civil Rights Act of 1964 (49 USC 2000d) and the regulations of the U.S. Department of Transportation issued thereunder in 49 CFR Part 21.





### **VII.K Equal Employment Opportunity**

In connection with the performance of the contract, the consultant shall not discriminate against any employee or applicant for employment because of race, color, age, creed, sex or national origin. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship.

### **VII.L Notification of Results**

All proposers will be notified of the results of the technical evaluation and which proposers, if any, appeared for oral interviews.

### **VII.M Bid Protesting**

Any bid protests are subject to SACOG's adopted bid protest procedure. To obtain a copy of SACOG's bid protest procedure please contact the Contracts Coordinator.

### **VII.N Project Funding Source**

Funding for the consultant services will be provided by SACOG's bike share pilot project funds.

### **VII.O Payment Schedule**

The consultant will invoice SACOG for services rendered and SACOG will compensate the consultant for these services as set forth in the agreement.

The consultant will be paid in arrears, based upon the payment schedule agreed to in the contract. The consultant should forward a copy of all invoices for payment for work performed and associated expenses by the 15th day of the following month. At SACOG's discretion, SACOG may withhold ten percent (10%) of the payments until the successful completion of the project and the delivery and acceptance of all final products.

