



African American Enrollment Initiative Request for Proposals 2015

BIDDERS' CONFERENCE WEBINAR

July 14, 2015



Overview of Agenda

2:00 p.m. – Agenda Overview

Dana Howard

2:05 p.m. – Welcome

Dana Howard

2:10 p.m. – Organization & Initiative Overview

Dana Howard

2:25 p.m. – RFP Overview

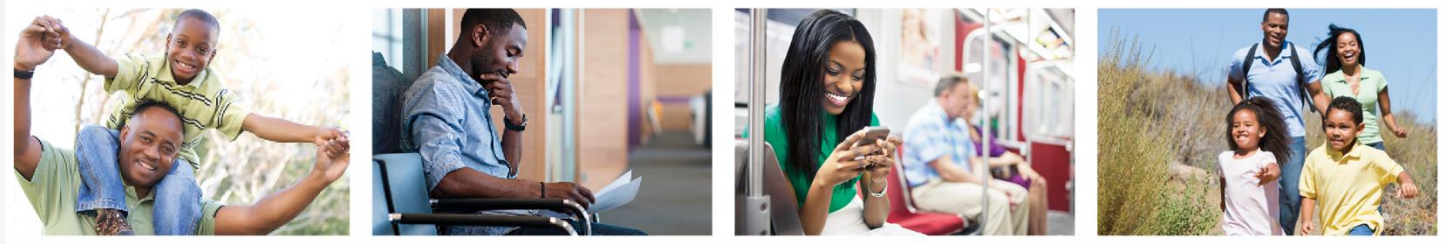
Dana Howard and Angie Blanchette

2:40 p.m. – Q&A Session

WELCOME

Dana Howard
Deputy Director, Communications and Public Relations

Welcome to



Covered California's Vision and Mission

Vision

The vision of Covered California is to **improve the health** of all Californians by assuring their access to affordable, high quality care.

Mission

The mission of the Covered California is to increase the number of insured Californians, **improve health care quality, lower costs, and reduce health disparities** through an innovative, competitive marketplace that **empowers consumers** to choose the health plan and providers that give them the best value.

Covered California's Strategic Pillars: What We Do

Affordable Plans

Consumers purchase and keep Covered California products based on their perception that this is a good value for them.

Needed Care

Consumers receive the right care at the right time.

Effective Outreach & Education

Consumers (and a broad state/ national audience) understand what we offer and have a positive attitude about Covered California.

PR Outcome

Positive Consumer Experience

Consumers have a positive experience from initial enrollment to keeping their coverage.

PR Outcome

Organizational Excellence

Covered California has the right tools, processes, and resources to support our team to deliver on our mission.

Increase in PR & Outreach to Key Target Populations

- Subsidy-eligible Latino, Asian and Pacific Islander and African American populations
- Young adults
- Find help locally



Race/Ethnicity of Individuals Selected a Health Plan*

Race/Ethnicity	First Open Enrollment		Second Open Enrollment		CaSIM 1.91 Projection
	Count	Percentage	Count	Percentage	
Asian	208,357	23%	53,076	18%	21%
Native Hawaiian or Pacific Islander	2,237	<1%	895	<1%	
Black or African-American	26,038	3%	10,359	4%	5%
Latino	280,025	31%	105,553	37%	38%
White	317,311	35%	99,512	34%	34%
American Indian and Alaska Native	2,496	<1%	1,289	<1%	4%
Other	26,305	3%	9,708	3%	
Multiple Races	50,101	5%	9,163	3%	

* Excludes individuals who did not respond to the race or ethnicity questions: 195,144 (23%) for 2014 and 147,415 (34%) for 2015.

Who We Serve



Lessons Learned

- **Increase our outreach efforts in targeted African-American communities**
- **Create storefronts enabling enrollment after work and on the weekends**



Improvements Made

- **New grants to support outreach and enrollment activities in African American and other ethnic communities**
- **Intensified outreach through ethnic media**
- **Added more than 500 storefront locations throughout the state**
- **Increased paid advertising aimed at African-Americans from 7% in 2013-2014 to 9.9% in 2015**

African American Outreach Efforts during OE2

- **Conducted outreach and education at local business, shopping centers, malls and other targeted community centers**
- **Increased current paid and earned media in targeted ethnic markets**
- **Formed partnerships with community colleges, trade schools and faith-based organizations**
- **Identified outreach and education events throughout the state to help educate and enroll African-American consumers**

ORGANIZATION OVERVIEW

Dana Howard

Deputy Director, Communications & Public Relations

Income Levels of Target Enrollment Population

INCOME LEVEL	100% FPL	400% FPL
single adult 	\$11,670	\$46,680
family of 4 	\$23,850	\$95,400

Messaging

- The Affordable Care Act is working in California, and Covered California is creating a model for the future of health care in America
 - We provide affordable options
 - We are working for consumers
 - We provide access to quality care
 - We provide active purchasing and negotiate on behalf of consumers
- Health insurance is more affordable than ever before
- You can no longer be denied health insurance due to a pre-existing health condition
- There is free, confidential help available for those seeking to enroll
- After they get insurance, many consumers benefit from cost-sharing reductions and annual limits that cap their out-of-pocket costs for care.
- Those who can afford health insurance but don't buy it face tax penalties

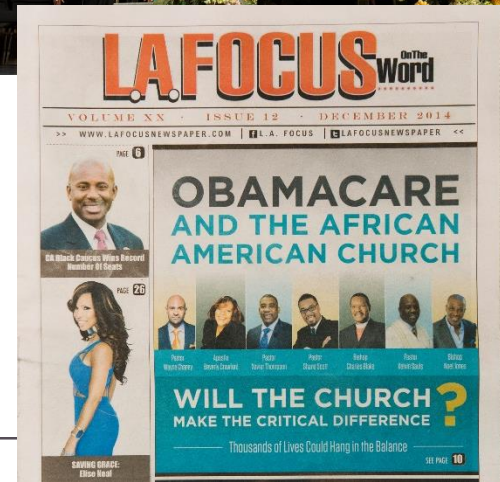
Statewide Bus Tours



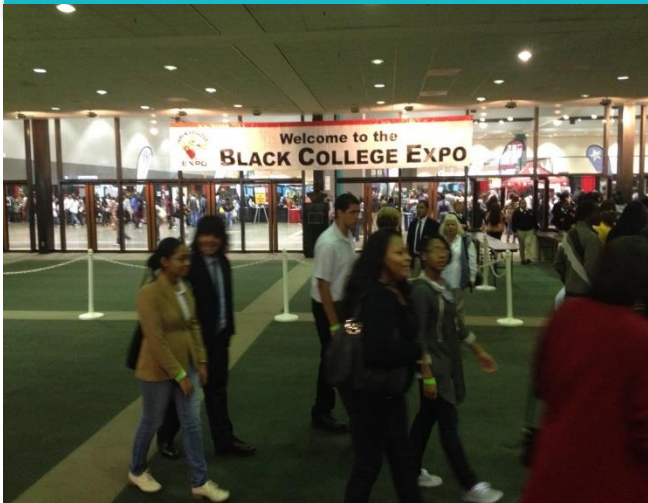
Grassroots Efforts



Grassroots Efforts



Large Enrollment Event Preparation



Earned Media

abc 7 EYEWITNESS NEWS
ABC7 • LOS ANGELES

SECTIONS TRAFFIC VIDEO Los Angeles Orange County

SOCIETY PHOTOS: MARTIN LUTHER KING, JR. HONORED IN SOUTH LOS ANGELES PARADE



Members representing Covered California, the state's health insurance marketplace, raise awareness about accessing health care during the Kingdom Parade on Monday, Jan. 19, 2015.

Share +1 Tweet

Monday, January 19, 2015

LOS ANGELES (KABC) -- Thousands of participants, including marching bands, drill teams and dance groups, took part in the 30th annual Kingdom Day Parade, celebrating the life of Dr. Martin Luther King, Jr., in South Los Angeles. See photos.

Map My News

Related Topics:
COVERED CALIFORNIA



LOS ANGELES SENTINEL
Taste of Soul | App Store | Google play | Buy Cookbook

Home News Business Editorials Entertainment Family Opinion Religion Sports Creators & Around
Breaking News Celebration of Life EcoVoice International Local National Campaign Watch Politics Press Releases

African-American Doctors Join Efforts to Enroll Californians in Health Insurance

Published on Thursday, 01 January 2015 17:18
Written by Sentinel News Service

Share 0 Tweet 0 Email 0 +1 0



From left to right: Dr. Patrick Dowling, Dr. Raven Copeland, Kimeko Campbell and Dr. Michelle Bholat support Covered California health insurance for those who may seek assistance financially. (courtesy photo)

The nation's largest organization of African-American physicians has joined forces with Covered California to promote health care being delivered to traditionally underserved communities as a result of the Patient Protection and Affordable Care Act.

The 16,000-member-strong National Medical Association is encouraging families, friends and patients to sign up for affordable health insurance during open enrollment, which began Nov. 15 and continues through Feb. 15, 2015.

KCRW WHICH WAY, LA?

WHICH WAY, LA? PRESS PLAY THE MIXER ART TALK NEWS24

Home » Arts & Culture, economy, Education, News

Scenes from the Kingdom Day Parade in South LA

Posted January 20, 2014 by Avishay Arty | 0 Comments |

Like 58 Tweet 8 +1 0 Pin it

Had he lived to see this day, Martin Luther King Junior would have been 85 years old.

Thousands of people paraded through L.A.'s Crenshaw District today in the hopes of keeping his dream of racial equality alive.

The theme for the 29th annual Kingdom Day Parade was "Ain't Gonna Let Nobody Turn Us 'Round," from the Gospel hymn that became a civil rights anthem.



Peter Lee, executive director of Covered California, with volunteers

Today, King Day activists focused on the Affordable Care Act and health care as a human right.

King himself connected health care and injustice in a speech delivered in 1966. "Of all the forms of inequality, injustice in healthcare is the most shocking and inhumane," King said.

"We not only feel like he would want health care coverage now, we know that he wanted it

Digital / Social Media



Covered California @CoveredCA 21h
#CoveredCA Exec. Dir. Peter Lee talking on campus in Chico today, MT @JaySkull pic.twitter.com/wCuBauzM3Y
Hide photo Reply Delete Favorite More

1 million are in. Are you?

Covered California
Government Organization

208,289 likes

Here's a Rx tip: to receive full coverage for prescriptions, check to make sure your pharmacy is in-network: <http://bit.ly/1GzdZjk>

COVERED!

Official Covered California™ Facebook. Quality, reliable health insurance for millions of Californians. Spanish: <https://www.facebook.com/CoveredCAEspanol>

<http://www.coveredca.com/>

February 24 at 3:07pm

Make it easy for your employees to maintain their health all year long. Get them covered through #CoveredcaSHOP bit.ly/CoveredcaSHOP

February 23 at 11:29am

We'd like to thank and acknowledge the support of our certified enrollees, agents and partners who made Open Enrollment a success.

- Amplification of “Real People” Stories





- Partnerships with Physician Groups, Provider Associations



Getting the Health Care You Deserve

Your immigration information is safe, secure and confidential

It's important to have health coverage for your family healthy

Covered California is a place where you can compare financial assistance to pay for your health coverage. Covered California, you can also determine if you are eligible for health coverage.

Most California residents who are U.S. citizens, permanent residents, or lawful permanent residents can get health insurance with financial help through Covered California. Individuals on other immigration statuses may be eligible for health coverage, but their benefits may be limited.

If you are applying for health coverage for yourself or your family, your information is safe and confidential.

Covered California, in partnership with the American Legal Defense and Educational Fund, and the Appointed Officials Immigration Policy Center, and the California Immigrant Policy Center, is encouraging everyone to apply for health coverage. The information you provide will affect their immigration status.

Your immigration information is safe and confidential

When you apply with Covered California or a Covered California county eligibility worker for health coverage, but all of your information is not correct, Covered California will enforce immigration laws. All information you provide is confidential.

Obtenga el cuidado de salud que usted se merece

Su información de inmigración es segura y confidencial

Tener un seguro de salud es importante para su familia

Covered California es un lugar en donde usted puede comparar ayuda económica para pagar su cobertura médica. Si usted es elegible, también puede determinar si usted es elegible para Medicaid.

La mayoría de los californianos que son ciudadanos estadounidenses "legalmente presentes" pueden obtener un seguro de salud. Covered California. Individuos con otro estatus migratorio pueden obtener un seguro de salud, pero sus beneficios pueden ser limitados.

Si usted o algún miembro de su familia está solicitando un seguro de salud, su información es segura y confidencial.

Covered California, en colaboración con el National Immigration Law Center, el American Legal Defense and Educational Fund, el National Appointed Officials Immigration Policy Center, y el Asian American Legal Center, le anima a todos a aplicar por un seguro de salud. La información que usted proporciona afectará su estatus migratorio.

享受你应有的医疗保险

移民信息安全

健康保險保障您和您家人的健康。如果您符合資格，您也可以確定您是否合格參加醫療保險。您也可以確定您是否合格參加醫療保險。

擁有美國公民、美國居民身份或具有其他移民身份的人，通常可以獲得醫療保險。不過在這種情況下，福利可能會受到限制。

如果您正在為自己或家庭成員申請保險，您的信息是安全的。

자격이 되는 건강 보험 가입 방법

귀하의 이민 정보는 안전합니다

Covered California에서는 건강 보험을 신청할 수 있는 자격이 있는지를 확인할 수 있습니다.

대부분의 캘리포니아 주민은 "합법적으로 거주하는" 미국 시민 또는 영주권자를 위한 건강 보험에 가입할 자격이 있습니다.

다른 이민 신분은 건강 보험에 가입할 수 없습니다.

Sự Chăm Sóc Y Tế Mà Quý Vị Đáng Được Hưởng

Thông tin di trú của quý vị được giữ an toàn, bảo đảm và bảo mật

Điều quan trọng là phải có bảo hiểm sức khỏe để giữ cho quý vị và gia đình được khỏe mạnh.

Covered California là nơi mà bạn có thể so sánh và lựa chọn các chương trình bảo hiểm sức khỏe và nhận trợ cấp và chi phí để trả cho bảo hiểm sức khỏe nếu đủ điều kiện. Nếu quý vị liên lạc với Covered California, quý vị cũng có thể xác định xem mình có đủ điều kiện để tham gia cho bảo hiểm sức khỏe để được Medicaid hay không.

Hầu hết các cư dân California bao gồm công dân Hoa Kỳ, người nhập tịch Hoa Kỳ, hoặc người nhập tịch hợp pháp đều có thể liên hệ xin bảo hiểm sức khỏe cho bản thân và gia đình của mình. Xin liên hệ ngay với Trung Tâm Luật Di Trú Quốc Gia (National Immigration Law Center), Hiệp Hội Các Chuyên Gia Luật Di Trú Châu Á Thái Bình Dương (The Association of Asian Pacific Community Health Advocates), Hiệp Hội Luật Sư Châu Á Thái Bình Dương (The Association of Los Angeles Asian American Attorneys), Hội Các Chuyên Gia Luật Sư Châu Á Thái Bình Dương (Asian American Immigration Lawyers Association), Hội Các Chuyên Gia Luật Sư Châu Á Thái Bình Dương (Asian American Immigration Lawyers Association), và Trung Tâm Chính Sách Di Trú Quốc Gia (National Immigration Law Center), Hiệp Hội Các Chuyên Gia Luật Sư Châu Á Thái Bình Dương (The Association of Asian Pacific Community Health Advocates), Hiệp Hội Luật Sư Châu Á Thái Bình Dương (The Association of Los Angeles Asian American Attorneys), Hội Các Chuyên Gia Luật Sư Châu Á Thái Bình Dương (Asian American Immigration Lawyers Association), và Trung Tâm Chính Sách Di Trú Quốc Gia (National Immigration Law Center).

Covered California cũng tác vụ Trung Tâm Luật Di Trú Quốc Gia (National Immigration Law Center), Hiệp Hội Các Chuyên Gia Luật Sư Châu Á Thái Bình Dương (The Association of Asian Pacific Community Health Advocates), Hiệp Hội Luật Sư Châu Á Thái Bình Dương (The Association of Los Angeles Asian American Attorneys), Hội Các Chuyên Gia Luật Sư Châu Á Thái Bình Dương (Asian American Immigration Lawyers Association), Hội Các Chuyên Gia Luật Sư Châu Á Thái Bình Dương (Asian American Immigration Lawyers Association), và Trung Tâm Chính Sách Di Trú Quốc Gia (National Immigration Law Center).

Thông tin di trú của quý vị được bảo vệ. Nếu quý vị liên lạc với Covered California, quý vị cũng có thể xác định xem mình có đủ điều kiện để tham gia cho bảo hiểm sức khỏe để được Medicaid hay không.

Điều quan trọng là phải có bảo hiểm sức khỏe để giữ cho quý vị và gia đình được khỏe mạnh.

Covered California là nơi mà bạn có thể so sánh và lựa chọn các chương trình bảo hiểm sức khỏe và nhận trợ cấp và chi phí để trả cho bảo hiểm sức khỏe nếu đủ điều kiện. Nếu quý vị liên lạc với Covered California, quý vị cũng có thể xác định xem mình có đủ điều kiện để tham gia cho bảo hiểm sức khỏe để được Medicaid hay không.

Hầu hết các cư dân California bao gồm công dân Hoa Kỳ, người nhập tịch Hoa Kỳ, hoặc người nhập tịch hợp pháp đều có thể liên hệ xin bảo hiểm sức khỏe cho bản thân và gia đình của mình. Xin liên hệ ngay với Trung Tâm Luật Di Trú Quốc Gia (National Immigration Law Center), Hiệp Hội Các Chuyên Gia Luật Sư Châu Á Thái Bình Dương (The Association of Asian Pacific Community Health Advocates), Hiệp Hội Luật Sư Châu Á Thái Bình Dương (The Association of Los Angeles Asian American Attorneys), Hội Các Chuyên Gia Luật Sư Châu Á Thái Bình Dương (Asian American Immigration Lawyers Association), Hội Các Chuyên Gia Luật Sư Châu Á Thái Bình Dương (Asian American Immigration Lawyers Association), và Trung Tâm Chính Sách Di Trú Quốc Gia (National Immigration Law Center).

Multi-lingual, Multi-Cultural Outreach

If you are providing any information about your health coverage to help determine whether a family is eligible to apply for coverage, if you do not have...

Si solicita cobertura médica para su estatus migratorio. Covered California solicita a el número económico, pero no es requerido que usted tiene un número de seguro social, aun así puede...

您的信息將受到保護。 Covered California 或工作人員在處理您的申請時，您的移民身份信息是安全的。 Covered California 或工作人員在處理您的申請時，您的移民身份信息是安全的。

귀하의 이민 정보는 안전합니다. Covered California에서는 건강 보험을 신청할 수 있는 자격이 있는지를 확인할 수 있습니다.

Thông tin di trú của quý vị được giữ an toàn, bảo đảm và bảo mật. Điều quan trọng là phải có bảo hiểm sức khỏe để giữ cho quý vị và gia đình được khỏe mạnh.

Website

Account Sign In | Español

COVERED CALIFORNIA

EXPLORE
What's Right For You

PREVIEW
Health Plans

APPLY
To Get Covered

GET HELP
Find Answers

Need help applying?

Click on the GREEN button to find someone who can help you sign up for health coverage, including Medi-Cal.

YOU'RE IN

Resources to Help You Keep and Use Your Covered California Health Insurance Plan

Find Local Help

Tell a Friend | Shop and Compare | Partner Resources | Small Businesses | Medi-Cal

Ingresar en tu cuenta | Inglés

COVERED CALIFORNIA

EXPLORA
Tu mejor opción

REPASA
Los planes de salud

SOLICITA
Cobertura

OBTÉN AYUDA
Encuentra respuestas

¿Necesitas ayuda con tu solicitud?

Haz clic en el botón VERDE para encontrar ayuda local con tu solicitud, incluyendo Medi-Cal.

TU PLAN

Recursos para ayudarte a mantener y usar tu seguro de salud de Covered California

Encuentra ayuda en tu área

Tengo un plan | Buscar y comparar | Inmigrantes | Pequeñas empresas | Medi-Cal



Website Design



Account Sign In | Español

EXPLORE
What's Right for You

PREVIEW
Health Plans

APPLY
To Get Covered

GET HELP
Find Answers

DIDN'T REALIZE THERE WAS A TAX PENALTY FOR BEING UNINSURED?



Find out if you qualify for coverage now.



YOU'RE IN

Resources to Help You Keep and Use Your Covered California Health Insurance Plan



Find Local Help



Tell a Friend



Shop and Compare



Partner Resources



Small Businesses



Medi-Cal

Resources

Shop and Compare Tool
Income Guidelines
Fact Sheets
Link to Us
Partner Tool Kit
Consumer Protection
Federal Tax Guidelines

Featured Links

Real Stories
Health Insurance Companies
Certified Insurance Agents
Certified Enrollment Counselors
Health Benefit Exchange
Register to Vote
Medi-Cal

Other Languages

العربية
فارسی
한국어
Español

Covered California is powered by both

CALIFORNIA Health Benefit Exchange



“I’m In” Campaign



Changing Social Norms



From a culture of coping
to a culture of coverage

Supporting the 'Sales Force'



Continuing to Growing the 'Brand'

- Establishing awareness
- Still finding our voice
- Strengthening our brand identity
- Continuing to inform
- Explain new processes (taxes, etc)



Telling Our Story in New Ways

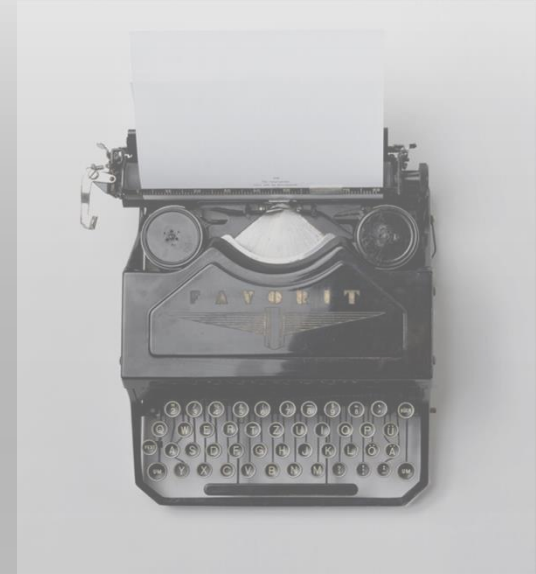


RFP OVERVIEW

Dana Howard and Angie Blanchette
Communications and Public Relations Office

RFP Key Elements

- ✓ **Open procurement**
- ✓ **Contract length**
- ✓ **Funding and contract amount**
- ✓ **Potential multiple awards**
- ✓ **Success based on:**
 - Plan of Action
 - Value
 - Team experience and qualifications



Purpose of RFP for African American Enrollment Initiative

Procure proposals from qualified vendors for conducting outreach and supporting enrollment of the 130,000 subsidy-eligible African Americans in California.

RFP Housekeeping Notes

- Email HBEXsolicitation@covered.ca.gov questions
 - include “RFP 2015-05” in the subject line
- **No phone calls, please**
- **Written RFP trumps verbal comments**

Minimum Qualifications

- Familiarity with Covered California and its mission
- Professional recommendations and services specific to the under-serviced communities, particularly in California's African American communities
- Familiarity and demonstrated success in implementing outreach strategies and tactics in California's African American communities
- Familiarity and success in marketing health services and/or health insurance products

Minimum Qualifications

CONFLICTS?

- **Please identify if you think you have a conflict of interest**
 - Through the Solicitation email
- **Conflicts can be managed if there is no communication or shared resources with other offices that have conflicts**
 - Conflicts are managed on a case-by-case basis

Health Benefit Exchange Solicitation Website

Check often
for updates



The screenshot shows the website header with the text "CALIFORNIA Health Benefit Exchange" and "Powering Covered California". Navigation links include HOME, ABOUT, BOARD, PROGRAMS, STAKEHOLDERS, AGENTS, SOLICITATIONS, GRANTS, RESOURCES, and JOBS. A "Solicitations" button with a map of California is visible. The main content area features the title "RFP 2015-05 African American Enrollment Initiative" and a paragraph describing the purpose of the solicitation. Below this, a "Downloads" section lists three items: "RFP 2015-05 African American Enrollment Initiative (PDF)", "Attachments 1", and "Attachments 2". The footer contains the "COVERED CALIFORNIA" logo.

CALIFORNIA
Health Benefit Exchange | Powering Covered California

HOME ABOUT BOARD PROGRAMS STAKEHOLDERS AGENTS SOLICITATIONS GRANTS RESOURCES JOBS

Solicitations

RFP 2015-05 African American Enrollment Initiative

The purpose of this solicitation is to procure a qualified vendor to conduct outreach and support for enrollment of the 130,000+ subsidy eligible African Americans in the state of California. The vendor will assist in identifying target rich communities for outreach, education and enrollment carried out by navigators and certified enrollment agents.

Downloads:

- [RFP 2015-05 African American Enrollment Initiative \(PDF\)](#)
- [Attachments 1](#)
- [Attachments 2](#)

COVERED CALIFORNIA

Contract Funding & Length

- **Up to \$500,000 available**
 - Includes all costs and fees
 - Includes funding for subcontractors
- **Contract length is from:**
 - August 17, 2015 – June 30, 2016

Scope of Work (SOW) –

- The SOW will become part of the resulting contract
- SOW is purposefully broad
- Covered California will maintain control over the priority and weight given to each item in the SOW
- Spending, projects and activities confirmed by signed estimates and work orders

Scope of Work (SOW)

- Create and present integrated strategy for African American enrollment including marketing, communications, Navigators, community partners, sponsorships, and events.
- Complement enrollment opportunities/events/strategies for Covered California's Navigator program and augment and coordinate with existing Navigator strategies, such as but not limited to:
 - Media buys with local print and broadcast advertising
 - Community presentations (town halls, community health fairs, etc.)
 - Education and enrollment events targeting small businesses such as hair salons/barbershops, restaurants, entertainment venues, etc.

Scope of Work (SOW)

- Provide advice, counsel and recommendations to Covered California regarding maximizing enrollment, enhancing outreach, and education of the African American segment of consumers with special emphasis on the following geographic regions:
 - Alameda County
 - Contra Costa Country
 - Inland Empire (San Bernardino, Riverside, and Rialto communities)
 - Los Angeles County (west of Los Angeles River and south of Sunset Blvd).
 - Los Angeles County (Antelope Valley and Pasadena communities)
 - Sacramento County
 - Santa Clara County
 - San Diego County

Scope of Work (SOW)

- Understanding Covered California's perception and reputation in African American communities, sharing feedback from targeted communities, and developing tactics and partnerships that result in outcomes promoting to African American enrollment such as, but not limited to:
 - Storefronts and regular hours for new enrollment
 - Leveraging of community centers and schools as enrollment sites within target rich communities
 - Publicity and signage for enrollment sites
 - Promotion of health coverage utilization in coordination with health plans
- Identify and develop enrollment opportunities for African Americans

Scope of Work (SOW)

- Create and develop value proposition targeting African American enrollment
- Enlist celebrities and community influencers to assist with outreach, promotional and enrollment efforts
- Foster and forge partnerships with groups known for African American outreach and education
- Identify, recruit applicants for sponsorship RFP, and coordinate Covered California's participation in selected sponsorship events
- Present strategies for education and enrollment to the California legislature, stakeholder boards, advisory committees, and community organizations.

Subcontractors

- **Required to include if needed to fulfill SOW**
- **Focused Primarily on the Prime Contractor for Review** We will also rate subcontractors for capacity
- **Successful bidder has sole responsibility for payment of all subcontractors and invoices**
 - There will be NO contractual relationship between subs and Covered California

Key RFP Dates

- **Bidder's Conference Webinar** **July 14, 2015**
- **Proposals Due** **July 23, 2015 by 3 p.m.**
- **Oral interviews** **July 29-30, 2015**
- **Notice of Intent to Award** **August 5, 2015**
- **Estimated Contract Term dates** **August 17, 2015 – June 30, 2016**

Oral Interviews

- **Interviews may be conducted with the highest-rated bidders to clarify specifics in submitted proposals**
- **To be held: July 29-30, 2015**

Award of Contract

- **Notice of intent to award**
 - Post on solicitation website and at the entrance to Covered California for 5 days prior to protest deadline
 - All finalists notified by email
- **Protest period**
 - 5-day protest period after notice of intent to award
- **Estimated start date is August 17, 2015**

RFP Reminders

- Did You Read RFP thoroughly?
- Do you meet the minimum qualifications?
- Did You Check the HBEX solicitation page often for updates
- Did You Fill out All forms completely and have it signed
(BE SURE TO USE BLUE INK)
- Did You Meet page limitations, copy requirements and deadlines?

RFP Reminders

- Did You Avoid proprietary information?
- Is Your Proposal Void of Jargon and Acronyms (JAA)?
- Have You Identified Any Conflicts?
- Have You Told Us Why We Should Hire Your California Office?

Reminders About Us

- Collaborative (*and fun!*) client



We hope you'll want to join us!

Q&A SESSION