

Redwood Region RISE

Organizational Sustainability Plan

Request For Proposal

Summary

The Redwood Region Resilient Inclusive Sustainable Economy (RRRISE) is soliciting applications in response to a Request For Proposals (RFP) for a consultant to create an organizational sustainability plan for RRRISE. The California Center for Rural Policy-Cal Poly Humboldt (CCRP) is the assigned Regional Convener for RRRISE and will be your primary point of contact. The contracting entity will be Cal Poly Humboldt Sponsored Programs Foundation (SPF).

Background

[Redwood Region RISE](#) – Resilient, Inclusive, Sustainable, Economy – is now in its third year. Through the course of the first two years (the Planning Phase) the RRRISE Collaborative built a network of over 150 participating organizations from four counties and 33 federally and non-federally recognized Tribes and Tribal Nations partnering on economic development planning efforts which focus on inclusion of disinvested communities and growth of sustainable industries. [RRRISE's Regional Roadmap](#) is a federal EDA certified Comprehensive Economic Development Strategy (CEDS) driven by data and the input of over 1000 residents which charts a course for the next 10 years of sustainable, inclusive economic and workforce development in the region. Its implementation efforts have channeled \$12 million into community projects so far, with over \$15 million in applications currently submitted or being developed for available California Jobs First funding.

California Jobs First will sunset in September of 2026 and as of writing there is no additional state funding for RRRISE's convening efforts or projects. The goal of the sustainability plan is to define RRRISE's value add and the essential functions the community wishes to see extend to the future, and identify viable organizational and financial models to keep this regional collaboration going into the future.

Objectives & Scope of Work

The purpose of this contract is to engage one consultant to assess RRRISE's value add and potential, and to develop a sustainability plan for Redwood Region RISE. The contract will **remain in effect through June 2026*, with a maximum award of \$45,000**. The consultant will work directly with the RRRISE Convening Team and the RRRISE Sustainability Working Group. **Contract term contingent upon contract setup completion date*

Required Activities:

- Attend RRRISE Sustainability Working Group meetings and integrate input from the group into a final plan.
- Develop interview questions for RRRISE Working Group members and RRRISE staff.
- Conduct one-on-one interviews with at least 10 of the RRRISE Sustainability Working Group members and with key RRRISE staff.
- Review initial findings from the inquiry and discuss ways to strengthen delivery and efficiency.
- Research potential organizational and funding models for RRRISE moving forward, considering governance, financial viability and fundraising strategies, key functions and their delivery, staffing, etc.
- Finalize 2-3 strong models and transition pathways to establish RRRISE in the post California Jobs First funding period, deliver a report to the Working Group for review and feedback. The report may include case studies and/or a framework for evaluating their suitability for RRRISE as it evolves into the future.

Contract Period:

- January 15–June 30, 2026 *
 - * End date contingent upon contracting period

RFP Timeline, Submission Information, & Contents

RFP Released:	Friday, September 26, 2025
Q & A Period:	September 26–October 10, 2025
Submission Deadline:	Friday, October 31, 2025, 5 p.m.
Evaluation of Proposals:	November 3–14, 2025
Final Selection:	November 17, 2025

**Note: Contracting may take 1-3 months. Every effort will be made so that the winning contractor may begin prior to January 15, 2026.*

Please send questions and completed proposals to: Alisha Hammer, Program Associate, at alisha.hammer@humboldt.edu

Or

**California Center for Rural Policy
% Cal Poly Humboldt
1 Harpst Street
Arcata, CA 95521**

- Section 1 – Proposal Information and Content-Related Attachments
- Section 2 – Description of Services and Applicant Questions
- Attachment A – Conflict of Interest Form (if applicable)
- Attachment B – Evaluation Guidance
- Attachment C- RRRISE Voting Member Block Roster
- Attachment D – State Agencies represented on California Jobs First Council
- Attachment E- Regional Plan Part 2 Framework and Strategies Overview
- Attachment F- Budget Template (required)
- Attachment G – SPF Proposal Award Expectations for Contractees

Section 1 – Proposal Information

All proposals shall contain the following information and/or attachments, at a minimum:

A. Completion of Title Page/Profile of Organization

Please provide a brief history/background, including a statement indicating if the organization/consultant is local or national and a summary of the representative's background and preferably recent or current clients/projects. (Max 250 words)

Identify the individual who will perform the work, including a bio or resume. Remove social security numbers, non-business (personal) phone numbers, or addresses in a resume as this information may become public under the California Public Records Act.

B. Completion of Applicant Questions (Section 2, page 5)

C. Cost Proposal (Budget Template, Attachment F)

Propose fully burdened hourly rate for the individual in the proposal and estimate of average monthly total hours along with other expenses. Submit your budget with your full proposal.

D. Examples of Work

Provide two examples of past work that is reflective of your expertise and experience to perform the work required in this RFP.

E. Other Required Forms

The Conflict of Interest Statement (Attachment A – if applicable) must be fully completed by any current voting member of the RRRISE Voting Block or if the organization has vested interest in the success of a voting member of the RRRISE Voting Member Block (prime and all subconsultants).

F. Projected Timeline and Responsible Party

Anticipated tasks will occur from the execution of a contract through July 2026. CCRP will serve as the primary point of contact and in an oversight role throughout the process.

Section 2 – Description of Services & Applicant Questions

Applicant Questions

1. Based on the scope of work provided above, please detail your approach to ensuring the work delivers impact towards Collaborative sustainability goals. Provide your qualifications to better understand why you would be a strong candidate for this role. Please provide an overview of your proposed workplan, activities, and approach. Please keep your answer to a maximum of 1000 words.
2. Please provide examples of projects or activities that you have experience with that would meet the desired outcomes and goals of Redwood Region RISE and the California Jobs First Initiative (See RRRISE's [Regional Roadmap](#)). Be sure to mention any work relevant to building a sustainable organization or collaboration, fundraising, etc.

Attachment A – Conflict of Interest Form

SECTION I: INSTRUCTIONS

All voting members of the RRRISE Voting Member Block seeking this contract must submit a Conflict of Interest Statement along with the proposal. This requirement also applies to any proposed subconsultant(s)/subcontractor(s). Failure to comply with this requirement may cause your proposal to be declared non-compliant. **If you are not a voting member of the Redwood Region RISE California Jobs First Collaborative, you may disregard this section.**

SECTION II: CONFLICT OF INTEREST STATEMENT

As a voting member of the RRRISE Voting Member Block, I acknowledge that I must recuse myself from voting on allocating funding to activities that directly benefit my current employer, and/or current client, and/or serve on a board or executive committee of. I will also not deliberately modify my approach or assessment of the activities that directly benefit my current employer, and/or current client(s), and/or serve on a board or executive committee of or any that would reasonably be considered as competition to those activities.

This Validation Statement must be completed and signed by at least one General Partner, Owner, Principal, or Officer authorized to legally commit the proposer.

DECLARATION

I, (printed full name),

hereby declare that I am the (position or title)

of (firm name),

and that I am duly authorized to execute this Validation Statement on behalf of this entity. I hereby state that this Conflict of Interest Statement, dated,

is correct and current as submitted. I acknowledge that any false, deceptive, or fraudulent statements on this Validation Statement will result in rejection of my contract proposal.

Signature of Person Certifying for Proposer (*original signature required*)

Date

NOTICE

A materially false statement, omission, or fraudulent inducement made in connection with this Conflict of Interest Form is sufficient cause for rejection of the contract proposal or revocation of a prior contract award.

Attachment B – Evaluation Guidance

Evaluation team will consist of the RRRISE Convening Team & RRRISE Leadership

Criteria	Maximum Points
Approach clearly described, meets, or exceeds described elements	20
Experience with projects focusing on organizational development and sustainability	20
Understanding of RRRISE’s approach and foundational values	20
Understanding of Redwood Region context and economic development history, models for economic development in rural areas	20
Qualifications of key individuals	20
Cost is realistic for the services to be performed	20
Examples of previous work	20

Final decisions will be made to ensure that the applicant that is selected can execute all aspects of the Request for Qualifications at or under the budget cap of \$45,000.

Attachment C – RRRISE Voting Member Block Roster (as of 9/24/2025)

	Del Norte	Humboldt	Lake	Mendocino
Business Organization	Del Norte Chamber of Commerce & Visitor Bureau	North Coast Small Business Development Center	TBD	West Business Center
Community-based Organization	True North Community Organizing	Northern California Indian Development Council	TBD	North Coast Opportunities
Economic Development	TBD	Redwood Region Econ. Dev. Commission	Lake County Economic Development Corporation	County of Mendocino Economic Development
Education/Training	College of the Redwoods	TBD	Lake County Office of Education	Mendocino Community College
Environmental Justice	Redwood Parks Conservancy	TBD	TBD	GrassRoots Institute
Government	City of Crescent City	Humboldt County Association	County of Lake	Mendocino County Council of Governments

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		of Governments		
Labor	TBD	TBD	TBD	TBD
Philanthropy	Wild Rivers Community Foundation	Humboldt Area Foundation	Lake County Community Foundation	Community Foundation of Mendocino
Priority	Resilient DNATL	Centro del Pueblo	TBD	TBD
	<i>New Seat</i>	<i>New Seat</i>	<i>New Seat</i>	<i>New Seat</i>
Workforce Development	NoRTEC/SMART Workforce Center	Humboldt County Workforce Development Board	Workforce Alliance of the North Bay	Economic Development & Financing Corporation
Tribal	Elk Valley Rancheria	Blue Lake Rancheria	Middletown Rancheria of the Pomo Indians	
	Tolowa	Hoopa Valley		

Attachment D – State Agencies represented on California Jobs First Council

Co-chaired by Dee Dee Myers, Senior Advisor to Governor Newsom and Director of the Governor’s Office of Business & Economic Development, and Stewart Knox, Secretary of Labor & Workforce Development, the California Jobs First Council will bring together various state entities, including:

- Director of the Governor’s Office of Planning & Research: promoting alignment with General Plan guidelines and land use policies
- Secretary of the California Natural Resources Agency: representing nature-based solutions and clean energy industries
- Secretary of the California Department of Food and Agriculture: representing the agriculture industry
- Secretary of the California Environmental Protection Agency: representing the circular economy
- Secretary of the California Health & Human Services Agency: representing the healthcare industry and promoting jobs for disabled and disadvantaged workers
- Secretary of the California Department of Veterans Affairs: representing the more than 1.6 million former service members that reside in the state
- President of the Public Utilities Commission: representing opportunities to advance California’s clean energy workforce of the future and economic opportunities for communities

Attachment E – Regional Plan Part 2 Framework and Strategies Overview

Sector/Enabler	Strategy	Tactics & Goals
Arts, Culture, and Tourism	Regional Networking and Advocacy	Regional Sector Development Strategization (working groups, reporting, feasibility studies)
		Project Support Network (technical assistance, mutual aid, Catalyst projects)
		Regional Branding (advisory group, signage, branding activities)
		Sector Advocacy & Investment (press kits, capital absorption, legislative engagement)
		State-wide Sector Networks (partnerships with Eastern Sierra, LA, and other regions)
	Impact Goals by 2026	- Enhanced regional collaboration across ACT sector - Stronger regional identity supporting tourism & workforce recruitment - Expanded sustainable career pathways & living wage jobs - Equitable benefits for rural & Tribal communities - Tourism that enhances—rather than depletes—natural assets
Health and Caregiving	Expand Access to Healthcare & Caregiving	Workforce pipeline programs (training, hubs, diverse recruitment, retention initiatives)
		Telehealth adoption (research, pilots, provider & patient campaigns)
	Support & Expand Capacity	Explore & advance Health Hub models
		Require investment in health/care as part of large-scale

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		development (e.g., offshore wind)
		Strengthen collaboratives for health equity & social determinants of health
		Facility upgrades & new development (hospitals, hubs, childcare, mobile health)
	Address System & Policy Issues	Invest in data & systems analysis (workforce gaps, service gaps, future needs)
		Invest in rural policy advocacy (legislation, funding reform, grassroots campaigns)
	Impact Goals by 2026	- Expanded health & caregiving workforce pipelines aligned with demand - Greater access to affordable, culturally appropriate care services - Increased regional capacity (training sites, hubs, facilities) - Stronger rural & Tribal policy advocacy and funding leverage - More resilient, equitable healthcare & caregiving systems
Renewable and Resilient Energy	Strengthen Regional Workforce Development	Regional partnerships for clean energy workforce training
		Clean Energy Corps (solar + housing projects with workforce training)
		Engage local businesses in RRE projects & supply chains (WindLINK)
	Support Community Energy Resilience & Reliability	Deploy community microgrids & resilient infrastructure (e.g., TERAS Project)
		Programs for efficiency, electrification, & resilience (NREH, home upgrades)
		Support Tribal & worker-owned clean energy enterprises

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		Pursue community-scale waste-to-energy & bioenergy projects
	Foster Information & Resource Sharing	Regional Clean Energy Hubs & digital knowledge platforms
		Collaborative research network integrating Traditional Ecological Knowledge
		Public education & engagement for clean energy transition
		Policy & regulatory support for local governments (e.g., CCA, geothermal expansion)
	Impact Goals by 2026	- Expanded participation in clean energy careers & internships - Deployment of Tribally & regionally owned clean energy infrastructure - Growth of Tribal & worker owned energy enterprises 2,000+ homes upgraded for efficiency & resilience 449+ construction jobs, 54+ permanent skilled positions created
Working Lands and Blue Economy	Expand & Integrate Markets	Strengthen value chain (Meat Processing, Wool Cluster, Timber Kits, Food Hubs)
		Promote regional products (Branding, Marketing, Value-added products, Certification)
	Build Collective Capacity	Sector-specific networks (Wool, Timber, Food Systems, Blue Economy)
		Forest WRX Alliance, Rural Resilience Partnership, roundtables, digital platforms
	Enhance Workforce & Community Resilience	Career pathways (Forestry, Watershed, Cultural Heritage)
		Curriculum development (Wood Science, Climate Tech)
		Job training, BIPOC community support, Youth engagement in ocean sciences

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	Promote Rural Innovation	Support rural businesses (grants, mentorship, microloans)
		Expand broadband & digital literacy
		Foster cooperatives & employee-owned enterprises
	Advance Research & Pilot Projects	Research initiatives (Feasibility studies, Forestry dashboard, Data collection)
		Pilot blue/green solutions (Ocean housing kits, Carbon credits, Kelp farming, Incubators)
	Impact Goals by 2026	Workforce pipelines, new businesses, revitalized harbors, expanded food hubs, innovative pilots, stronger regional resilience
Broadband	Establish a regional broadband coalition, implement a “dig once” policy, deploy innovative connectivity solutions, create a digital equity fund, foster public-private partnerships for broadband development.	
Entrepreneurship	Cultivate entrepreneurial culture, enhance entrepreneurship education, optimize entrepreneur support infrastructure, improve capital access and resource allocation.	
Food Security and Access	Support ongoing policy advocacy and community outreach, expand supply chain infrastructure for local and emergency food, reduce incidence and severity of cultural food insecurity, build capacity for community ownership of small-scale food outlets, and expand partnerships for institutional purchasing and food-as-medicine programs.	
Housing	Develop a Comprehensive Rural Housing Policy	Address rural housing challenges through comprehensive assessment, asset mapping, and innovative solutions to overcome barriers to construction, reduce costs, rehabilitate existing housing, and expand affordable housing across income levels.
Infrastructure and Transportation	Improve Connectivity, Safety, and Walkability	Advance inclusive, sustainable transportation by promoting multimodal strategies that enhance pedestrian accessibility, road safety, and connectivity across communities.

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	Support Supply Chain Development and Market Access	Regional coordination to enhance supply chain efficiency and market access for producers by identifying infrastructure gaps, optimizing transportation networks, and leveraging shared resources like distribution hubs and port facilities.
	Increase Resilience and Disaster Preparedness	Develop resilient, renewable energy infrastructure through strategic asset mapping, disaster preparedness training, and mobility hubs that provide multi-purpose support for rural communities during emergencies.
Workforce Development	Promote Tailored Best Practices That Build Workforce Readiness	Create and align training resources specific to rural areas and priority communities to support comprehensive workforce development, and support coordination of “grow your own” workforce approaches.
	Foster Regional Cooperation on Workforce Strategies	Foster regional coordination, cultivate strategic partnerships among and between governments, public workforce actors, private businesses and other actors to align workforce development and skills training for thriving wage careers.

Attachment F – Budget Template

(Contract term through June 2026 with a maximum amount of \$45,000)

Name of Applicant:

Project Name:

Please provide a narrative detail for all budget line items. See each section below for additional detail requirements.

A. (A-B) Staff Salaries: Total Salaries Paid + Benefits

Applicants must complete the table below and include a narrative that clearly describes the role and responsibility of each proposed staff.

- **Administrative Cost: \$ _____ (support staff)**
- **Program Cost: \$ _____ (Direct project or program staff)**

Describe details and explain purpose and planned use.

Personnel - indicate administrative or program related	Position	FTE x Monthly Salary x Time	Benefits	Total (FTE X Salary X Time) + Benefits
TOTALS				

Insert Narrative/Description Here

B.

Staff Travel \$ _____

Applicants must provide a narrative with details of the proposed travel including rates under each category.

- **Administrative Cost:** \$ _____
- **Program Cost:** \$ _____

Describe details and explain purpose and planned use.

Insert Narrative/Description Here

C. Operating Expenses \$ _____

Expense	Cost	Administrative/Program Cost
Rent		
Insurance		
Accounting (payroll services) and Audits, Legal		
Consumable office supplies		
Printing		
Communications (phones, web services, etc.) & Information Tech		
Mailing and Delivery		
Dues and Memberships		
Outreach		

D. Research \$ _____

Applicants must describe and explain funding set aside for research as applicable to each category below.

- **Administrative Cost:** \$ _____
- **Program Cost:** \$ _____

Describe details and explain purpose and planned use.

Insert Narrative/Description Here

E. Data, Planning, and Communication Tools (software costs) \$ _____

Describe details and explain purpose and planned use.

Insert Narrative/Description Here

Describe details and explain purpose and planned use.

Insert Narrative/Description Here

F. Furniture and Equipment* \$ _____

Describe the calculation.

Pooled items less than \$5,000 per unit, lease, or purchase, include a cost allocation - List name of item, cost, and quantity.

1. Small Amount of Equipment and Furniture Total	\$
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Small Amount of Equipment and Furniture	Cost	Administrative/Program Cost
	\$	

	\$	
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Greater than \$5,000: List name of item, cost, and quantity to be purchased – prior approval required.

2. Large Amount of Equipment and Furniture Total	\$
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Large Amount of Equipment and Furniture	Cost	Administrative/Program Cost
	\$	
	\$	

3. Equipment Lease	\$
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Equipment Lease	Cost	Administrative/Program Cost
	\$	
	\$	

G. Subcontracts \$ _____

Describe proposed subcontracts. Description should include specific details regarding subcontractors scope of work with identified/selected partners. Planned subcontracts only require a summary of the intended number of subcontracts, brief description, and proposed procurement process.

Describe details and explain purpose and planned use.

Insert Narrative/Description Here

**Total cost for subcontracting to add capacity for disinvested
community engagement — \$ _____/year x ____ organizations
x ____ years = \$ _____**

Describe details and explain purpose and planned use.

Insert Narrative/Description Here

Attachment G – SPF Proposal Award Expectations

Sponsored Programs Foundation (SPF) shall award the contract to the proposal that best accommodates the project requirements. SPF reserves the right to award any contracts prior to the proposal deadline stated within the “Estimated Timeline” or prior to receipt of all proposals; award the contracts to more than one bidder; and refuse any proposals or contracts.

The awardee will be hired by SPF as an independent contractor. Upon accepting the award, the following must be provided to complete the contract:

- Scope of Work
- A business license OR a copy of your Articles of Incorporation or Organization (for LLCs or Inc.s)
- A link to your website OR your current CV for the CEO/AO that lists current work with your business
- A budget by general cost category to accompany the bid