

REQUEST FOR PROPOSALS



Community Planning Entity to Support Community Collaboration for Children's Success

HPP-2017-03

County of San Mateo Health System

Release Date: October 2, 2017

Responses must be received
By 5:00 p.m. Pacific Standard Time
On November 13, 2017

REQUEST FOR PROPOSALS
FOR
Community Planning Entity to Support
Community Collaboration for Children's Success

Proposals must be submitted electronically to:

San Mateo County Health System

Attn: Juvy Ann Reyes
Administrative Assistant

225 37th Ave.

San Mateo, CA 94405

jareyes@smcgov.org

By 5:00 p.m. Pacific Time on November 13, 2017

PROPOSALS WILL NOT BE ACCEPTED AFTER THIS DATE AND TIME

Note regarding the Public Records Act:

Government Code Sections 6250 *et seq.*, the California Public Records Act, defines a public record as any writing containing information relating to the conduct of the public business. The Public Records Act provides that public records shall be disclosed upon written request and that any citizen has a right to inspect any public record unless the document is exempted from disclosure.

Be advised that any contract that eventually arises from this Request For Proposals is a public record in its entirety. Also, all information submitted in response to this Request For Proposals is itself a public record **without exception**. Submission of any materials in response to this Request For Proposals constitutes a waiver by the submitting party of any claim that the information is protected from disclosure. By submitting materials, (1) you are consenting to release of such materials by the County if requested under the

Public Records Act without further notice to you and (2) you agree to indemnify and hold harmless the County for release of such information.

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SECTION I – GENERAL INFORMATION

A. STATEMENT OF INTENT

This Request for Proposals (RFP) seeks a consultant for the Community Collaboration for Children’s Success (CCCS) project to conduct a place-based, trauma-informed community engagement process in four locations within San Mateo County, to identify interconnected strategies which improve the health and well-being of vulnerable children and families. Through the community engagement and planning processes, the contractor will work with community stakeholders to review data, assess the barriers to children’s success, and identify the aspirations of the community in order to articulate informed action plans for each of the four communities. The action plans will lay the groundwork for collaborative, effective solutions for vulnerable children and their families and ultimately prevent the conditions that bring children and families into contact with high intensity services in Child Welfare, Juvenile Probation and Behavioral Health and Recovery Services. The CCCS project will identify strategies to remove childhood barriers to success and improve outcomes for children in San Mateo County.

The target start date and term for the proposed services is March 2018 through June 2019, subject to negotiation of a final agreement.

B. BACKGROUND

The neighborhoods where children and their families live in San Mateo County have an impact on their health and well-being. Poor health outcomes and low socioeconomic status are concentrated in distinct neighborhoods in the county. Analysis of data showing utilization of public services demonstrates that several San Mateo County neighborhoods hold high concentrations of children and youth who enter into Juvenile Probation, Behavioral Health & Recovery System (BHRS), and Child Welfare systems. Focused attention and aligned resources in the locations with the highest need children and youth could be a key to more positive long-term results for our children and youth who face significant challenges in San Mateo County.

A core element of this approach is to hone in on neighborhood-level areas, in which deep engagement of residents, leaders and the sectors that support them can be aligned to build the trust and focus required to address long-standing sources of risk. Without such a micro-targeted, deep approach, strategies often fail to address the specific barriers that prevent families from overcoming deep-seated barriers to health and cohesion.

The consultant for this project will conduct sequential community planning in four prioritized neighborhoods between March 2018 and June 2019. In each of these community processes, a community plan will be developed to address the needs of children and families in those neighborhoods. This approach enables us to plan in one place at a time to concentrate resources, time and attention to ensuring a successful planning process. A phased and successive planning approach also provides the greatest opportunity for learning and adaptation.

Vision: Improve the health and well-being of the most vulnerable children and families in San

Mateo County by preventing the conditions that lead to mental health problems, substance use, entry into the Child Welfare system, involvement in the juvenile justice system and failure to graduate from high school.

Goal: Develop data- and community-informed action plans for four communities to identify interventions and opportunities for systems changes in high need neighborhoods to produce better outcomes for children and ultimately prevent the need for utilization of higher-cost services.

Key Frameworks for this Project:

The consultant undertaking this project will use the following key frameworks to implement an effective community planning process that respects community strength and expertise.

Focus on Neighborhood

- Understand the role of place at the neighborhood level as both a barrier to success for children, youth and families and a location to create and amplify solutions that provide opportunities to children where they live, learn and play, and where their families live, work and worship. Better understand strengths and resiliency in neighborhoods to build on existing opportunities and support further growth.
- Take the learnings from specific highly challenged places to identify broad countywide or systems strategies to support all vulnerable children in San Mateo County.
- Focus in neighborhoods (block clusters smaller than city-wide) that exhibit: 1) high-need as identified by data where the highest portion of our child/youth clients in BHRS, Child Welfare, and Juvenile Probation live, and 2) readiness and interest by the community to support effective action to support children/youth success. A County analysis has identified neighborhoods in four high-need, high-readiness areas and will share more details on the analysis during the RFP process.

Collaboration with Local Efforts

- Work closely across County departments, in particular Human Services Agency, Juvenile Probation, Health System, County Office of Education, First Five, as well as with the Big Lift, ongoing trauma-informed work, and other initiatives and efforts that have aligned goals, to leverage leadership and resources, coordinate strategies, and fill gaps to ensure children's success.

Trauma-Informed

- Take a trauma-informed approach. The extensive research about the Adverse Childhood Experiences (ACES) and lifetime consequences of childhood exposure to trauma leads us to ground our community information gathering and planning in a trauma-informed approach. This is a unique opportunity to enlist and focus community attention to adverse childhood exposure to promote opportunities for the children and their families who are at greatest risk.

- Incorporate central trauma-informed principles to guide our work when engaging with communities that have experienced trauma: 1) do not harm, 2) acceptance, 3) community ownership, choice and power, 4) reflective process, 5) acknowledgement of structural harms and historic trauma.

Community Voice

- Work closely with vulnerable families, stakeholders, parent and family leaders, and youth in each community to identify key barriers to children’s success. Use culturally-specific and relevant strategies that increase trust with diverse communities. Bring youth voices to the table to get first-hand feedback on challenges and opportunities. This creates a tailored approach that recognizes each community’s individual challenges, aspirations and strengths.

Structure

This project will be supported by the County of San Mateo Health System’s Health Policy and Planning (HPP) Program with strong partnership and collaboration with the Human Services Agency, Behavioral Health and Recovery Services, Juvenile Probation, First Five and the County Office of Education, amongst others. The mission of the San Mateo County Health System is to help San Mateo County residents to live longer and better lives. For more information on the San Mateo County Health System, visit: www.smchealth.org/divisions. The Health Policy and Planning Program focuses on advancing policy change to prevent diseases and ensure everyone has equitable opportunities to live a long and healthy life. For more information on GHSMC, visit www.getthehealthysmc.org.

This project is comprised of four central entities that each inform and guide the project and the development and implementation of the community plans. See visual below.

C. THE REQUEST FOR PROPOSAL PROCESS

This RFP seeks the submission of proposals to provide services from any and all interested and qualified proposers. The County of San Mateo seeks by way of this RFP to obtain the listed services in a manner that maximizes the quality of services while also maximizing value to the County and, by extension, the citizens of the County. Proposers must be able to show that they are capable of performing the services requested. Such evidence includes, but is not limited to, the respondent's demonstrated competency and experience in delivering services of a similar scope and type, and local availability of the proposer's personnel and equipment resources.

SECTION II – SCOPE OF WORK

A. DESCRIPTION

For the Children’s Communities of Opportunity project, the San Mateo County Health System seeks a contractor to assist with the development of a trauma-informed, outcomes-

focused, data- and community-informed, place-based approach to addressing the needs of our most vulnerable children and their families in San Mateo County. The consultant will submit a proposal to fulfil the goals outlined in Section 1: General Information.

Key Deliverables:

- I. Asset maps for each neighborhood. Work with the countywide steering committee to develop a clear definition of assets and work with the community to receive feedback on the definition and the identified assets. Maps will reflect community assets as they're defined by partners and may include community-based organizations, county and city programs, youth and community serving facilities, places of worship, schools, community resiliency attributes and more.
- II. Four community plans, one for each priority neighborhood. Each plan will feature: 1) project overview, 2) background on the community needs and assets, 3) community-identified barriers to children's success, 4) a list of prioritized outcomes to be achieved through the plan and the indicators that will be used to measure progress, 5) a set of community-prioritized, promising strategies/interventions specifically targeted to achieve prioritized outcomes, and 6) additional strategies, needs and aspirations of the community.
- III. A brief report highlighting the cross-cutting themes on needs, assets, aspirations, priority strategies and learnings that cut across the four communities where planning occurred and would support improved success for all vulnerable children in San Mateo County.

Suggested Steps and Strategies For Community Planning. These are suggested for consideration. The consultant may suggest other innovative and effective strategies in addition to, or instead of, those described below.

1. Coordination and collaboration.

Goal: strong communication through all levels of the project with ability to incorporate feedback at every opportunity

- Health Policy and Planning (HPP) staff will schedule a meeting between the contractor and the project steering committee –a group of key internal and external County project partners (including but not limited to the following departments: Child Welfare, Behavioral Health and Recovery Services, Juvenile Probation, County Office of Education, First Five and the Health System) to discuss project background and review scope of work, data and relevant materials. The Steering Committee will be engaged throughout the community planning process, reviewing data and information gathered and providing feedback and recommendations.
- Consultant will develop a neighborhood leadership group in each of the four communities to support the identification of stakeholders and provide leadership and feedback.
- Consultant is expected to work closely with HPP staff, report to the steering committee on key milestones for feedback, communicate with the neighborhood

leadership group and key stakeholders, and be responsive to community and County leadership and HPP staff throughout the project.

2. Review existing data.

Goal: understand project's data-driven foundation and unique circumstances of each community

- Review existing data on the geographic clustering of children and youth in high intensity programs such as Child Welfare, Behavioral Health and Recovery Services, and Juvenile Probation and become familiar with the programs the youth and families are provided.
- Review information on community demographics, challenges and opportunities based on existing analysis of the geographic concentration of youth clients.
- Work with HPP staff to understand the sequencing of community planning in geographies with high concentrations of youth clients.

3. Conduct community engagement and planning in each high-need, high-readiness community.

Goal: develop a data- and community-driven set of strategies to improve outcomes for children and their families.

Partnership and Stakeholder identification

Goal: Convene stakeholders and build a community of trust around the project

- In partnership with HPP and the steering committee, develop a list of key stakeholders to engage in the community planning process. HPP and contractor will identify within each neighborhood a Community Leadership group that will be comprised of entities embedded within the specific geography. In general, the Neighborhood Community Leadership Group will be made up of City leadership (City Manager, Mayor, Superintendent of Education, School Board Chair), police department, existing community collaborations (such as the Big Lift), community-based organizations, school districts, clinical or health leaders in the community, recognized community leaders, youth and parents from the impacted areas. HPP and contractor will partner with this group to implement community engagement processes to inform the community plans.
- Recruit thoughtfully for participation using the stakeholder list and add to the list as needed based on feedback from initial stakeholders.
- Identify key champions from the community and identify ways to lift up their leadership within the planning process to support engagement, build local capacity and leadership for the project.
- Identify common language for key terms used and ensure impacted communities understand and utilize the language. Modify language through community feedback.
- Take all measures to support participation in stakeholder meetings – translation, food, stipends as needed, childcare; when appropriate, offer opportunities to provide input online or by phone as an option for participation when people are unable to participate in person; provide need-based incentives as necessary to ensure effective participation.
- Take notes and partner with HPP staff to make all materials public on Get Healthy San Mateo County's website (gethealthysmc.org)

- Attend already occurring stakeholder meetings to discuss topics related to the outcomes of this project, in addition to holding separate forums.

Project launch event in each community

Goal: Share information about the project and initiate public event

- Work with HPP staff and partners to bring stakeholders together in a launch event to be held in a central location that is accessible by public transit.
- Present an overview of the project and current data analysis. Share overall project goals, work plan/timelines, share the data on needs and assets, solicit whether anything is missing or incorrect, and answer questions.
- In partnership with stakeholders, develop commitments for engagement throughout the planning process.
- Work with current stakeholders to identify new partners and stakeholders.
- Following the launch meeting, invite and onboard new stakeholders as needed.

Understanding community needs and aspirations

Goal: Accurately and sensitively understand the range of residents' identified problems and potential solutions

- Implement community engaged planning process in each of the identified neighborhoods to identify community needs, barriers, gaps in services, aspirations, and assets. Examples of gaining community input can be focus groups, interviews, community meetings, virtual community building, social media forums and/or surveys. Qualitative and quantitative information can be collected to inform the development of community plans. Engagement and planning process activities should be trauma-informed and include opportunities for reflection and healing for communities as they discuss sensitive and emotional topics. Consultant will work with BHRS to prepare for additional mental and community support systems to be available during activities to provide support to community members if/when traumatic issues are raised for them.
- Organize community engagement and planning process with input from Neighborhood Community Leadership Group to identify barriers to engagement and work to develop strategies to overcome barriers.
- Target populations or stakeholders to be prioritized for engagement:
 - Families of children in BHRS, Family Health Services (FHS), Juvenile Probation, and Human Services Agency (HSA) programs and families in the geographic areas more broadly. (Consider splitting up focus groups also by language, race, culture or ethnicity to ensure comfort and shared realities.)
 - Adolescent youth from the community (16-24 years old). Conduct focus group(s) to identify challenges they experienced growing up in the community, as well as aspirations and protective factors. Students attending local alternative education or continuation schools should be prioritized for participation in the youth focus groups. Precautions must be taken to ensure appropriate engagement of youth under 18 years old.
 - Non-profit leaders, service providers and school staff working directly in the community.
- Collect the following information in focus groups:

- Identify the main barriers to family cohesion and children’s success. Articulate the barriers and challenges within the following realms: individual (children’s issues), family, neighborhood and larger social systems. Family Health Services and First Five can serve as a resource.
 - Identify strategies for what families need in order to achieve identified outcomes.
 - Identify gaps of services in each community (including County-wide services)
- Consider developing, administering and disseminating a survey to gather similar information from those who were unable to make the meetings, interviews or focus groups.
 - Develop and share survey information online to reach a broad audience.
- Review secondary data as needed on challenges identified to better understand the context as well as potential interventions.
- Share a summary of results from the focus groups and survey with stakeholders, Steering Committee, Neighborhood Community Leadership Group, and focus group participants through community forums, email blasts, social media and gethealthysmc.org. Ask for additional feedback not included or modifications as needed.
- Share findings with the Steering Committee.

Determine outcomes with measurable indicators

Goal: Accurately identify metrics to measure progress during implementation

- Using the findings from the community engagement process, identify a set of 2-5 indicators that help explain key issues and conditions in the community.
- Determine measurable indicators to track progress over time.
- Work with project evaluators to identify data sources for the indicators and collect baseline data to share with the community.
- Indicators should have regularly collected data, if possible, that would support a long term understanding of how community issues change over time.

Establish strategies to address identified needs and overcome barriers

Goal: Draw on community knowledge and best practices to identify feasible solutions

- Determine gaps in services and potential needs for service provision changes in each community.
- Identify community and systems level barriers to support children’s and family success.
- Review literature to create a menu of best practices and evidence-based strategies to support the needs identified in focus groups.
- Share the menu of relevant and feasible best practice strategies with Neighborhood Community Leadership and identify which strategies fit the needs of the community and align with desired goals/outcomes and existing efforts.
- Share with Steering Committee the strategies identified by Neighborhood Community Leadership.
- Work with the Neighborhood Leadership group and the Steering Committee to ensure the recommendations are feasible.
- Lead process of developing recommendations for final strategies with the Steering Committee and Neighborhood Leadership.

- Work with HPP staff to share recommendations about community plans and strategies to the Leadership Group for final approval.

Develop an implementation plan for each community

Goal: Create plan with buy-in from stakeholders at all levels

- Draft a preliminary plan for the implementation process, including logic model and justification for achieving outcomes/results.
- Share the draft plan and supplemental materials and elicit feedback/input from partners and stakeholders. Some of these efforts include: reviewing draft plan with Neighborhood Community Leadership, presenting at meetings, gatherings, and forums that relate to the outcomes of this project, holding separate key informant interviews or focus groups with stakeholders not previously engaged.
- Reach out to community based organizations, community service agencies and school leaders to identify who may be natural leaders or already have responsibilities related to the particular outcomes and get their feedback on how to best roll out the strategies in a successful way.
- Incorporate feedback into draft plans.
- Based on stakeholder feedback, review, edit, and then modify draft implementation plan to create a final implementation plan to guide the next phase of the project.

4. Report on cross-cutting learnings.

Goal: Make learnings available to influence other programs and policies to improve the success of vulnerable children and families across San Mateo County

- Develop a memo highlighting key cross cutting findings across the neighborhoods. Incorporate key findings, learnings and opportunities. Include a set of common needs and barriers, common strategies, and cross-cutting policy and systems change opportunities to take the place-based learnings and apply them across the county to improve the success of vulnerable children in all geographies.

5. Develop an asset map of San Mateo County.

Goal: Represent positive attributes identified through the process in a format accessible to the public

- Working with HPP staff and the steering committee, develop a scope for the asset map. Consider the types of assets that should be included. Work with partners to gauge whether the 41 developmental assets can be a resource for identifying appropriate assets. Other asset categories could include such things as community-based organizations providing key supports, services and leadership to the community; County programs and facilities; Community resiliency factors; City programs and facilities; libraries, parks, places of worship, clinics and more.
- Utilize the stakeholder engagement process, the steering committee and the community planning process to build on the dataset and ensure the scope is appropriate through a community-informed approach.
- Map the assets in a visual depiction that can be easily understood and utilized by the public.

6. Partner with evaluation efforts

Goal: Participate in ongoing program evaluation

- Throughout the effort, partner with an evaluator that will be provided through the County. An evaluator will be identified by the County to develop an evaluation plan, implement the evaluation, and provide ongoing learnings and recommendations for this project.
- Provide needed time and space to conduct the evaluation and be responsive to the evaluators.
- Be responsive and participate in development of evaluation plan led by evaluator.
- Work with evaluator to establish data collection processes.
- Provide data as determined by evaluation plan.
- Throughout the project be available to respond to questions from the evaluators.
- Utilize the learnings of the evaluation in real time by modifying strategies to improve outcomes in each phase of the planning effort and within each community.

B. LENGTH OF AGREEMENT

The anticipated duration of the agreement will be for 1.5 years, with the term tentatively to begin March 2018 and end June 2019.

C. FUNDING

Maximum of \$350,000

D. ADDITIONAL REQUIREMENTS/CONSIDERATIONS

Desired Qualifications

Experience and expertise in the following areas:

Community engagement & partnership

- Community planning and community engagement in communities of color and low-income communities
- Cultural humility and advancing equity
- Community-based participatory research
- Community building in disadvantaged communities
- An asset-based approach to community engagement
- Strong partnership skills
- Experience working closely with government and community
- Breaking down structural racism and intergenerational poverty cycle
- Partnering with community-based organizations and other diverse stakeholders
- Community engagement practices that meet the needs of children and youth

Strategy and intervention development

- Place-based early childhood intervention
- Systems and environmental change strategies to achieve positive outcomes for children
- Results-frameworks, outcomes focused approaches
- Trauma-informed approaches
- Best practices from across the United States to achieve positive outcomes for children

Assessment, communication, project management

- Complex project and budget management
- Developing assessment or research tools (such as surveys, focus group protocols)
- Conducting qualitative and quantitative data
- Analyzing qualitative and quantitative data
- Strong writing skills that speak to a broad audience
- Utilization of messaging and communication styles and methods that support broad uptake of key learnings and outcomes
- GIS and database development for asset mapping

SECTION III – GENERAL TERMS AND CONDITIONS

Read all Instructions. Read the entire RFP and all enclosures before preparing your proposal.

Proposal Costs. Costs for developing proposals are entirely the responsibility of the proposer and shall not be charged to the County or otherwise reimbursed by the County.

Proposal Becomes County Property. The RFP and all materials submitted in response to this RFP will become the property of the County.

Questions and Responses Process. Submit all questions relating to this RFP [by email to: jareyes@smcgov.org](mailto:jareyes@smcgov.org).

All questions must be received no later than 5:00 p.m. on October 30, 2017.

All questions and responses will be posted to www.gethealthysmc.org.

If changes to the RFP are warranted, they will be posted to the www.gethealthysmc.org website. It is the responsibility of each proposer to check the website for changes and/or clarifications to the RFP prior to submitting a response. A proposer's failure to do so will not provide a ground for protest.

Proposer Information Conference. All interested parties are invited to participate in a non-mandatory informational session that will be held as follows:

October 16, 2017
12:00-1:30 PM
225 37th Avenue, Room 20

During the Proposer Information Conference, the County may respond to questions received prior to the Conference. The County may choose to provide additional information following the Conference.

Alteration of Terms and Clarifications. No alteration or variation of the terms of this RFP is valid unless made or confirmed in writing by the County. Likewise, oral understandings or agreements not incorporated into the final contract are not binding on the County.

If a proposer discovers any ambiguity, conflict, discrepancy, omission, or other error in the RFP, the proposer must immediately notify the County of such error in writing and request modification or clarification of the document. If a proposer fails to notify the County of an error in the RFP prior to the date fixed for submission, the proposer shall submit a response at his/her own risk, and if the proposer enters into a contract, the proposer shall not be entitled to additional compensation or time by reason of the error or its later correction.

Modifications or clarifications to the RFP will be posted to the www.gethealthysmc.org website as outlined above without divulging the source of the request for same. The County may, at its discretion, also give electronic notice by email to all parties who have notified the County of their electronic contact information in response to this RFP, but no party that fails to receive email notice has any basis for protest given that all clarifications will be available online. It is the obligation of all proposing parties to check the www.gethealthysmc.org website for updates regarding the RFP if they wish to be kept advised of clarifications prior to submitting a proposal.

Selection of Provider(s). The selection of a provider will be memorialized in the form of a “County Agreement with Independent Contractor” (see the enclosed sample of the Standard Contract Template), authorized by a resolution of the County Board of Supervisors and signed by both parties.

The County reserves the right to reject any or all proposals without penalty. The County’s waiver of any deviation in the proposal shall in no way modify the RFP documents or excuse the proposer from full compliance with any eventual contract.

Once a provider is selected, the Agreement with that provider must still be negotiated and submitted to the San Mateo County Board of Supervisors for approval, and there is no contractual agreement between the selected provider unless and until the Board of Supervisors accepts and signs the Agreement. Selection of a proposal for negotiation of contract terms and eventual submission to County leadership by way of an Agreement does not constitute an offer, and proposers acknowledge by submission of a proposal that no agreement is final unless and until approved by the Board of Supervisors.

Equal Benefits. Contractor shall comply with all laws relating to the provision of benefits to its employees and their spouses or domestic partners, including, but not limited to, such laws prohibiting discrimination in the provision of such benefits on the basis that the spouse or domestic partner of the Contractor’s employee is of the same or opposite sex as the employee.

Jury Duty. The contractor must comply with the County Ordinance requiring that the contractor have and adhere to a written policy that provides its full-time employees who live in San Mateo County with no fewer than five days of regular pay for actual jury service in San Mateo County. This policy may provide that employees deposit any fees received for such jury service with the contractor or that the contractor deduct from the employee's regular pay the fees received for jury service. See Section 13, Compliance with County Employee Jury Service Ordinance, in the Standard Contract Template enclosure. If the proposer has no employees that qualify for jury duty in San Mateo County, the proposer may satisfy this requirement by providing the County with written confirmation of the fact that (1) it has no such employees and (2) it will comply with the jury service pay ordinance with respect to any future qualifying employees.

Living Wage. Unless subject to a specific exemption under the Ordinance, contractors providing services or goods with services must comply with Chapter 2.88 of the San Mateo County Ordinance Code, which is the County of San Mateo Living Wage Ordinance. Such compliance includes, but is not limited to, paying all Covered Employees the current Living Wage and providing notice to all Covered Employees and Subcontractors as required under the Ordinance. The Ordinance requires a specific Living Wage be paid to employees working on certain contracts. Please see Chapter 2.88 of the San Mateo County Ordinance Code, a copy of which is attached to this RFP, to determine whether your contract is covered by the Ordinance or is exempt.

If the contract is exempt from the Ordinance OR if the proposer has no covered employees under the Ordinance, the proposer may satisfy this requirement by providing the County with written confirmation of the fact that (1) the contract is exempt from the Ordinance or it has no covered employees and (2) it will comply with the Ordinance with respect to any future qualifying employees.

Insurance. The County has certain insurance requirements that must be met. In most situations those requirements include the following: the contractor must carry \$1,000,000 or more in comprehensive general liability insurance; the contractor must carry motor vehicle liability insurance, and if travel by car is a part of the services being requested, the amount of such coverage must be at least \$1,000,000; if the contractor has two or more employees, the contractor must carry the statutory limit for workers' compensation insurance; if the contractor or its employees maintain a license to perform professional services (e.g., architectural, legal, medical, psychological, etc.), the contractor must carry professional liability insurance; and generally the contractor must name the County and its officers, agents, employees, and servants as additional insured on any such policies (except workers compensation). Depending on the nature of the work being performed, additional requirements may need to be met.

Incomplete Proposals May be Rejected. If a proposer fails to satisfy any of the requirements identified in this RFP, the proposer may be considered non-responsive and the proposal may be rejected.

Contact With County Employees. As of the issuance date of this RFP and continuing until the final date for submission of proposals, all proposers are specifically directed not to hold meetings, conferences, or technical discussions with any County employee for purposes of responding to this RFP except as otherwise permitted by this RFP. Any proposer found to be acting in any way contrary to this directive may be disqualified from entering into any contract that may result from this RFP.

Proposers should submit questions or concerns about the process as stated above. The proposer should not otherwise ask any County employees questions about the RFP or related issues, either orally or by written communication, unless invited to do so.

Group Purchasing Organization Participation. Proposers should keep in mind that the County is a participant in more than one Group Purchasing Organization (GPO), and this RFP is open to those who provide services under a GPO. Proposers should ensure their proposals are as competitive as possible while also providing the highest quality services in order to be considered a viable provider for the listed services. The County reserves the right to use a GPO provider if doing so is in the County's best interest, as determined solely by the County, even if that provider does not submit a proposal in response to this RFP.

Travel Costs. Any travel costs must be accounted for in the proposed budget.

Miscellaneous. This RFP is not a commitment or contract of any kind. The County reserves the right to pursue any and/or all ideas generated by this RFP. The County reserves the right to reject any and all proposals and/or terminate the RFP process if deemed in the best interest of the County. Further, while every effort has been made to ensure the information presented in this RFP is accurate and thorough, the County assumes no liability for any unintentional errors or omissions in this document. The County reserves the right to waive or modify any requirements of this RFP when it determines that doing so is in the best interest of the County. Finally, the County may revise or clarify aspects of the required services after proposals are submitted by communicating directly to some or all of the providers that submitted proposals.

SECTION IV – REQUEST FOR PROPOSALS PROCEDURE

This section describes the general RFP procedure used by the County, and the remaining sections of this RFP list detailed requirements.

A. TENTATIVE SCHEDULE OF EVENTS

EVENT	DATE
Release Request for Proposals	October 2
Proposer's Conference	October 16
Questions Submitted to County Deadline	October 30
Release Responses to Questions	November 7
Proposal Deadline	November 13
Formal Review of Proposals ⁽¹⁾	November 20
Contract Negotiations Begin ⁽¹⁾	November 27
Protest Deadline ⁽¹⁾	November 27
Recommendation to Board of Supervisors ⁽¹⁾	February 15

(1) Dates are subject to change

B. SUBMISSION OF PROPOSALS

Proposal: The RFP response will be submitted electronically via email to jareyes@smcgov.org by 5:00 p.m. Pacific Standard Time on November 13, 2017.

All responses must be received by the stated date and time in order to be considered for award. The County will not be responsible for and may not accept late proposals due to slow internet connection, or for any other electronic failure (including but not limited to information transmission and internet connectivity failures).

By submitting a proposal, each proposer certifies that its submission is not the result of collusion or any other activity which would tend to directly or indirectly influence the selection process. The proposal will be used to determine the proposer's capability of rendering the services to be provided. The failure of a proposer to comply fully with the instructions in this RFP may eliminate its proposal from further evaluation as determined in the sole discretion of the County. The County reserves the sole right to evaluate the contents of proposals submitted in response to this RFP and to select a contractor, if any.

Proposals received late will not be opened or given any consideration for the proposed services unless doing so is deemed to be in the best interest of the County, as determined in the sole discretion of the County.

C. CONFIDENTIALITY OF PROPOSALS

California Government Code Sections 6250 et seq. (the "California Public Records Act" or the "Act") defines a public record as any writing containing information relating to the conduct of the public business. The Act provides that public records shall be disclosed upon written request and that any citizen has a right to inspect any public record unless the document is exempted from disclosure. The materials submitted in response to this RFP are subject to the California Public Records Act.

Be advised that any contract that eventually arises from this RFP is a public record in its entirety. Also, all information submitted in response to this RFP is itself a public record without exception. Submission of any materials in response to this RFP constitutes a waiver by the submitting party of any claim that the information is protected from disclosure. By submitting materials, (1) you are consenting to release of such materials by the County if requested under the Public Records Act without further notice to you and (2) you agree to indemnify and hold harmless the County for release of such information.

If the County receives a request for any portion of a document submitted in response to this RFP, the County will not assert any privileges that may exist on behalf of the person or entity submitting the proposal, and the County reserves the right to disclose the requested materials without notice to the party who originally submitted the requested material. To the extent consistent with the Public Records Act and applicable case law interpreting those provisions, the County and/or its officers, agents, and employees retain discretion to release or withhold any information submitted in response to this RFP.

Submission of a proposal constitutes a complete waiver of any claims whatsoever against the County and/or its officers, agents, or employees that the County has violated a proposer's right to privacy, disclosed trade secrets, or caused any damage by allowing the proposal to be inspected.

D. PROPOSAL EVALUATION

All proposals received will be evaluated by an RFP Evaluation Committee. During the evaluation process, the County may require a proposer's representative to answer specific questions orally and/or in writing. The County may also require a visit to the proposer's offices, other field visits or observations by County representatives, or demonstrations as part of the overall RFP evaluation. Once a finalist or group of finalists is selected, additional interactions or information may be required. The most qualified individual or firm will be recommended by the RFP Evaluation Committee based on the overall strength of each proposal, and the evaluation is not restricted to considerations of any single factor such as cost.

Responses to this RFP must adhere to the format for proposals detailed in Section V - PROPOSAL SUBMISSION REQUIREMENTS. The criteria used as a guideline in the evaluation will include, but not be limited to, the following:

- Qualifications and experience of the entity, including capability and experience of key personnel and experience with other public or private agencies to provide these services
- Proposed approach, including clarity of understanding of the scope of services to be provided and appropriateness of the proposed solution/services
- Customer service
- History of successfully performing services for public or private agencies
- Ability to meet any required timelines or other requirements

- Claims and violations against you or your organization
- Cost to the County for the primary services described by this RFP
- References
- Compliance with County RFP and contractual requirements

The County may consider any other criteria it deems relevant, and the Evaluation Committee is free to make any recommendations it deems to be in the best interest of the County. Inaccuracy of any information supplied within a proposal or other errors constitute grounds for rejection of the proposal. However, the County may, in its sole discretion, correct errors or contact a proposer for clarification.

Note that the County reserves the right to evaluate proposals solely based on each provider's written submission. In relation to written materials, evaluation will be performed only on the material included directly in the proposal itself unless otherwise indicated or requested by the County. Your proposal must be complete without relying on external websites, sales brochures, marketing materials or white papers.

The County reserves the right to accept proposals other than those with lowest costs.

E. PROPOSAL RECOMMENDATION

The Evaluation Committee will recommend a provider or providers or may recommend that the proposals be rejected. The County will then make its own decision as to whether to accept or reject the recommendations from the Evaluation Committee. Ultimate acceptance or rejection of the recommended proposal and execution of a contractual agreement is the independent prerogative of the County, notwithstanding any recommendations made by the Evaluation Committee. The County reserves the right to negotiate with any provider to finalize an agreement in relation to the proposer's response.

F. NOTICE TO PROPOSERS

The County is not required to give notice to proposers in any specific format or on any particular timeline. At some point prior to execution of a final agreement for the requested services, the County will notify those who submitted proposals of their non-selection. Proposers may be notified at different times depending on the needs of the County.

G. PROTEST PROCESS

If a proposer desires to protest the selection decision, the proposer must submit by facsimile or email a written protest within five (5) business days after the delivery of the notice about the selection decision. The written protest must be submitted to the Administrative Assistant as described below. Protests received after the five business day deadline will not be accepted. Protests must be in writing, and must include the name and address of the proposer, along with the RFP number and title. The written protest must also state all the specific grounds for the protest and all facts that support the grounds for protest. As the selection of a

proposal involves the assessment of multiple factors, a protest that addresses a single aspect of the selected proposal (for example, comparing the cost of the selected proposal to the cost offered in the non-selected proposal) may not be sufficient to support a protest. A successful protest must include sufficient facts and analysis to establish that the selected proposal, taken as a whole, is inferior to the proposal of the protesting party.

The Department will respond in writing to a protest within (5) business days of receiving it and the Department may, at its election, set up a meeting with the protesting party to discuss the concerns raised by the protest. A failure to attend such a meeting, if scheduled, will constitute an abandonment of the protest. The decision of the Director of Correctional Health Services will be final. The protest letter must be sent as follows:

Juvy Ann Reyes
Administrative Assistant
Jareyes@smcgov.org
Facsimile: 650-573-2398

SECTION V – PROPOSAL SUBMISSION REQUIREMENTS

The proposal should be submitted in the following format:

A. GENERAL INSTRUCTIONS

All proposals should be typewritten or prepared on a computer and have consecutively numbered pages, including any exhibits, charts, and/or other attachments.

All proposals should adhere to the specified content and sequence of information described by this RFP.

Submit one (1) complete electronic (PDF) version of your proposal and any required attachments to the County via email to jareyes@smcgov.org.

B. COVER LETTER

Provide a one page cover letter on your letterhead that includes the address, voice and facsimile numbers, and e-mail address of the contact person or persons. List the name and title of each person authorized to represent the proposer in negotiations.

Unless the proposer is an individual, all proposals must be signed with a firm/company/partnership/entity name and by a responsible officer or employee indicating that officer or employee's authorization to commit the proposer to the terms of the proposal. Obligations assumed by such signature must be fulfilled.

C. SPECIFIED CONTENT AND DETAILED SEQUENCE OF INFORMATION IN THE RFP

Each proposal should include sections addressing the following information in the order shown in the following section. The proposer should be sure to include all information that it feels will enable the Evaluation Committee and, ultimately, the County to make a decision. Failure of the proposer to provide specific, detailed information may result in its proposal being rejected in favor of a sufficiently-detailed proposal. Any necessary exhibits or other information, including information not specifically requested by this RFP but that you feel would be helpful, should be attached to the end of the proposal. The party submitting the materials should keep in mind the limitations on confidential information described in Section IV.

D. PROPOSAL REQUIREMENTS

Please submit your proposal in the following format.

TAB 1 Qualifications and Experience:

- 1) Provide a statement of qualifications for your organization, including an organization chart, a statement of the size of firm, a description of services provided by your organization, and a statement of the extent of experience/history providing the services requested by this RFP. Submit a resume/CV for each individual assigned to provide services requested by this RFP.
- 2) Describe why you are interested in this project and indicate why your organization is qualified to successfully perform the work proposed by this application. Describe previous community planning and/or contract project experience including the scope of work, staff used, years of experience, and successful outcomes.
- 3) Demonstrate your capacity to begin activities by March 2018.
- 4) Describe your organization's experience with this population or neighborhoods in San Mateo County. Do you have existing relationships or previous projects in North Fair Oaks, South San Francisco, Daly City and East Palo Alto? If so, please describe. How will you ensure that the engagement process and outcomes are place-based and specific to unique neighborhoods in San Mateo County? What partnerships will you form to implement this work? What relationships do you already hold with key stakeholders?
- 5) Describe your experience working with vulnerable populations, people of color, youth and children and people from diverse backgrounds. Specify your organization's experience leading a community planning process with low-income populations, families and children that have experienced extensive trauma.
- 6) Describe trainings or specific experiences you've had with cultural humility and trauma-informed approaches to community engagement/interaction? Cultural humility is the "ability to maintain an interpersonal stance that is other-oriented (or open to the other) in relation to aspects of cultural identity that are most important to the (person)."

- 7) Through your training, and previous experience, describe your commitment to advancing equity.
- 8) Please describe your knowledge of evidence-based or evidence-informed interventions and best practices that improve the lives of vulnerable children and their families and provide them with an opportunity to escape poverty.
- 9) Describe your knowledge and background in policy and systems change interventions.
- 10) Describe your experience developing assessment or research tools and collecting and analyzing data.
- 11) Share any additional information related to the qualifications listed in section A3D not captured in other responses.

TAB 2 Philosophies and Service Model:

This section describes your philosophy and service model for meeting the services required by this RFP.

- 1) Provide a work plan and timeline to describe how you will meet the goals of the County described in this RFP. Please describe any modifications or additions to the suggested work program outlined in Section II Scope of Work. Additionally, address the following questions:
 - a. How will you ensure that the highest need residents most at-risk for requiring county services are engaged in the planning process?
 - b. How will you ensure that the process is trauma-informed and a healing experience for community participants? How will you provide additional trauma supports for participants, if needed?
 - c. How can you incorporate principles of Community-Based Participatory Research (CBPR) into this process?
 - d. How will you implement cultural humility?
- 2) Describe how you will use an outcome driven approach in developing community plans. How will you develop plans that bring partners and collaborations together to focus on a common set of outcomes and hold those partners and collaborations accountable?
- 3) How could you build agency and systems change into this project and its implementation plans, without overpromising to the community?
- 4) List your needs for physical space and/or equipment at the County during this engagement, if any, aside from space or equipment that would be provided by the County as an obvious aspect of the requested services (for example, space to treat patients, computers to document services, etc.).
- 5) Identify how you will meet all other aspects of the scope of work and related requirements stated above. List any items that you cannot provide.

TAB 3 Customer Service:

- 1) How will your services meet the needs of County customers and/or the public?
- 2) In the event of a routine problem, who is to be contacted within your organization?
- 3) In the event of the identification of a problem by the County, its clients/patients, and/or other applicable constituents, describe how you will address such problems and the timeframe for addressing them.

TAB 4 Claims, Licensure, Non-Discrimination, and Health Insurance Portability and Accountability Act (HIPAA) Violations Against Your Organization:

- 1) List any current licensure, HIPAA, non-discrimination claims against you/your organization and those having occurred in the past five years, especially any resulting in claims or legal judgments against you.

TAB 5 Cost Analyses and Budget for Services:

- 1) Provide a detailed budget including percent of staff time, staff titles, benefits, programmatic expenses and indirect expenses (not to exceed 12%)
- 2) Describe the ability of your organization to fiscally manage this project.

TAB 6 Cooperative Purchasing:

- 1) List any additional services that you foresee may be necessary, if any, and list the proposed costs for such services. We expect the project would be fully funded with this contract.

TAB 7 Quality/Program Evaluations:

Each program may have specific quality/evaluation issues, below are some examples:

- 1) Describe your experience working with external professional evaluation teams.

TAB 8 References:

- 1) List at least three references for which you have recently provided similar services. Include contact names, titles, phone numbers and e-mail addresses for all references provided. References with similar or related projects are preferred.

TAB 9 Statement of Compliance with County Contractual Requirements:

A sample of the County's standard contract (including Exhibits A and B) is attached to this RFP. Each proposal must include a statement of the proposer's commitment and ability to comply with each of the terms of the County's standard contract, including but not limited to the following:

- 1) The County non-discrimination policy
- 2) The County equal employment opportunity requirements

- 3) County requirements regarding employee benefits
- 4) The County jury service pay ordinance
- 5) The hold harmless provision
- 6) County insurance requirements
- 7) The County Living Wage Ordinance
- 8) All other provisions of the standard contract

In addition, the proposer should include a statement that it will agree to have any disputes regarding the contract venued in San Mateo County or Northern District of California.

The proposal must state any objections to any terms in the County's contract template and provide an explanation for the inability to comply with the required term(s). If no objections are stated, the County will assume the proposer is prepared to sign the County standard contract template as-is.

NOTE: The sample Standard Contract Template enclosed with this RFP is a template and does not constitute the final agreement to be prepared for the selected service provider. Do not insert any information or attempt to complete the enclosed sample contract template. Once a provider is selected, the County will work with the selected provider to draft a provider-specific contract using the template. However, each proposal should address the general terms of the standard contract as requested within this RFP.

SECTION VI – ENCLOSURES

Enclosure 1 Sample Standard Contract Template

Enclosure 2 Attachment I: Assurance of Compliance with Section 504 of the Rehabilitation Act of 1973, as Amended

Enclosure 3 Living Wage Ordinance