



Contra Costa County

REQUEST FOR QUALIFICATIONS (RFQ) #1803-283

Management Consulting to Reentry Service Programs for Capacity Building

The Contra Costa County Administrator's Office of Reentry & Justice (ORJ) is pleased to announce, on behalf of the Board of Supervisors, the solicitation of qualifications from responders to implement a "Management Consulting to Reentry Service Programs for Capacity Building Project" during the period of July 1, 2018 through June 30, 2019.

This RFQ is a process by which the County solicits qualifications from responders who may be selected to enter into a contract with the County for the provision of these kinds of services.

Please read this entire packet carefully before creating or submitting any response.

Final responses will be due at 651 Pine Street, 10th floor, Martinez, CA 94553

by 12:00 p.m. (noon) on Wednesday, May 9, 2018.

An optional Bidders' Conference will be conducted on Monday, April 16, 2018

from 2:00– 3:00 p.m. in the Probation Department located at 50 Douglas Road – 2nd Floor, Martinez.

Written questions about the RFQ can be submitted to donte.blue@cao.cccounty.us by 5:00 p.m. on Monday, April 23, 2018, and must include "RFQ 1803-283" in the subject line to be considered.

Thank you in advance for your efforts in preparing your response.

CONTRACT AWARD

The County intends to award a Contract to the successful Responder. No response shall be binding upon the County until after the Agreement is signed by duly authorized representatives of both Contractor and the County. The initial term of any agreement awarded as a result of this RFQ will be for no more than one (1) year to implement the described services as part of a Capacity Building Project.

CORRESPONDENCE

As of the issuance of this RFQ, Vendors are specifically directed not to contact any County personnel for meetings, conferences, technical discussions related to this RFQ, or for any endorsement or support of any submitted response. Failure to adhere to this policy may result in disqualification of the Vendor's response from further consideration.



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RFQ Timeline

I.	RFQ announced and issued	Monday, April 9, 2018
II.	Bidders' Conference	Monday, April 16, 2018
III.	Written Questions Due from Responders	5:00 p.m., April 23, 2018
IV.	Addendum Issued	April 26, 2018
V.	Response Submission Deadline	12:00 p.m. (noon), Wednesday, May 9, 2018 County Administrator's Office 651 Pine Street, 10 th Floor Martinez, CA 94553
<i>No response will be accepted after this date and time. Postmarked, facsimiled, or e-mailed submissions will not be accepted.</i>		
VI.	Notification of Recommendations	May 18, 2018
Board of Supervisors approval and authorization to award contract is tentatively scheduled for the June 26, 2018 Board of Supervisors' agenda.		



Statement of Services

I. Introduction

The Contra Costa County Administrator's Office of Reentry & Justice (ORJ), on behalf of the Board of Supervisors, is issuing Request for Qualifications (RFQ) #1803-283 to receive qualifications from contractors to provide Management Consulting Services as part of a Capacity Building project consistent with the County's Public Safety Local Innovation Fund.

Based on the response to this solicitation, Contra Costa County (County) plans to contract with a contractor for the period of July 1, 2018 to June 30, 2019 for services as part of a "Capacity Building Project" for local reentry service providers.

Private and public not-for-profit organizations and for-profit organizations with experience in providing services in the described areas, and of the type described in this document, are invited to submit responses. If you are interested in, and capable of, providing the requested services by contract with the County, please carefully review this entire RFQ and submit your response as directed in the "RFQ Requirements and Instructions" section of this solicitation. This solicitation is not in any way to be construed as an agreement, obligation, or contract between the County and any party submitting a response, nor will the County pay for any costs associated with the preparation of any response.

General Organizational Requirements

Service History

Bidders must show at least three years of documented history delivering similar or equivalent services to those described in their response. This includes successful completion of contract deliverables and the evaluation of program outcomes.

Licensing/Certification Requirements

Successful bidders must have and maintain all appropriate licenses, permits, and certifications as required by the laws of the United States, State of California, Contra Costa County, and all other appropriate governmental agencies.

II. Synonymous Terms

As used throughout this RFQ, the following terms are synonymous:

- A. Supplier, Vendor, Contractor, Successful Responder
- B. Purchase Order, Contract, Agreement
- C. Services, Work, Scope, and Project



- D. Proposer, Responder, Bidder, Organization
- E. Response, Qualification
- F. "County" refers to the County of Contra Costa, California

III. Background

In 2011, the California Legislature passed Realignment Legislation addressing public safety.¹ This law transferred responsibility for supervising specific low-level inmates and parolees from the California Department of Corrections and Rehabilitation to counties. This Act tasked local government at the county level with developing a new approach to reducing recidivism among individuals convicted of committing certain low-level felonies. Among the major changes to the local criminal justice system created by AB 109 were:

- 1) the incarceration of people convicted of certain low-level felonies (specified nonviolent, non-serious, non-sex offenses) to terms in local county jails instead of state prisons with a possible adjacent term of supervision by Probation;
- 2) the local county supervision, instead of state parole, of people convicted of certain lower-level felonies (non-violent, non-serious, and non-sex offense) after their release from state prison under a new category of supervision called *Post-Release Community Supervision* (PRCS); and
- 3) the incarceration of individuals in local jails, instead of state prison, for violations and revocations of both parole supervision and PRCS.

IV. Source of Project Funding

After AB 109 was adopted in 2011, the legislature passed companion legislation in the form of AB 117 (cleaning up language in the original bill) and AB 118 (setting up the Realignment finance structure). Despite a few changes made to the finance structure in the legislation since AB 118 was passed, counties are required to maintain an account called the Local Revenue Fund 2011 that includes a "Law Enforcement Services Account" comprised of the following Subaccounts:

- 1) Community Corrections;
- 2) Trial Court Security;
- 3) District Attorney and Public Defender;
- 4) Juvenile Justice, with included Special Accounts for the Youthful Offender Block Grant and Juvenile Reentry; and
- 5) Local Innovation.

To provide counties with the revenue that is deposited into these accounts, each year the state utilizes a funding formula to determine the amount of money provided to counties in the form of

¹ A part of this legislation was also entitled the Post release Community Supervision Act of 2011.



base allocations that are to be deposited in and spent from each of the above mentioned Subaccounts for the defined purposes. When the amount of money available to the state for these allocations exceeds the aggregate amount to be paid out to the counties, the excess amount is then distributed to counties in the subsequent year as growth funds. The amount of growth funds received by a county is based on predetermined growth distribution formulas.

Beginning with fiscal year 2015-16, counties were directed to transfer 10% of the total growth funding received in the Community Corrections, Trial Court Security, District Attorney and Public Defender, and Juvenile Justice Subaccounts to the county's Local Innovation Subaccount. These Innovation funds are to be used to support local needs, and can be used for any purpose allowable to money in any of the source accounts from which Innovation funds originate. Revenue from the County's Local Innovation Fund will be used to pay for services related to a "Capacity Building Project" as described in this RFQ.

V. Reentry Service Delivery Model in Contra Costa County

The service delivery model developed by the Community Corrections Partnership (CCP) involves multiple organizations working in collaboration to provide services to address the specific criminogenic needs of the reentry population and others formerly incarcerated. The CCP is supported in this model development by the advice of the CAB and its subcommittees.

In January 2017, the County established an Office of Reentry & Justice (ORJ) in the County Administrator's Office. The ORJ, has responsibility for coordination of the County's reentry efforts, including the management of the County's contracted reentry services on behalf of the County Administrator.

With the implementation of reentry services programs, Probation created a dedicated unit of officers to serve as lead case managers to coordinate client services provided by County and community-based partner organizations. Generally, thirty to sixty days prior to a person's release from county jail to Mandatory Supervision, or to Post-Release Community Supervision (PRCS) from nearby prisons, a Deputy Probation Officer is able to make initial contact with a client and introduce them to the reentry programs and services available to them. During this initial contact and interview the Deputy Probation Officer administers the Correctional Assessment and Intervention System (CAIS), a comprehensive assessment tool that combines validated risk and needs assessments with suggested supervision strategies for case planning. Through this process, areas of criminogenic need are identified and prioritized while an individualized case plan for the client is developed that addresses specific goals and needed services. The person is then referred to service providers to help meet the needs of the client and to obtain the goals that have been identified and agreed upon.

In addition, Probation and the Public Defender receive funding to jointly staff a Pre-Trial Services program that has been designed as a partnership that also includes the District Attorney (DA), Sheriff's Office, and local Court. When a person is first arrested and brought to Court, the Pre-Trial Services program acts as an alternative to the much maligned money bail system by



providing the Court with an evidence-based recommendation as to whether the person is able to be safely released from custody pending a trial on the criminal charges filed against them.

The County has also allocated reentry service funding directly to the Public Defender and District Attorney (DA) for a variety of other programs. Both offices participate in an Arraignment Court Early Representation (ACER) program that ensures indigent defendants have legal representation at the earliest stages of the criminal court process. Public Defender staff are also funded to support a Clean Slate program that assists County residents seeking expungement and other related criminal record remedies. The Public Defender has been funded to implement a misdemeanor representation project aimed at reducing failure to appear warrants that are often issued when a person unwittingly misses an initial court date that occurs weeks or months after the date on the citation provided to the person at the time of their arrest. The DA receives funding for a Victim Witness Advocate and a Ceasefire program intended to reduce the amount of gun violence experienced in East and Central County.

The Contra Costa County Police Chiefs Association also receives reentry service funding to support a total of 4.0 FTE officers, with one each in the cities of Antioch, Concord, Pittsburg and Richmond, for the support of coordinated reentry service related law enforcement activities.

The Workforce Development Board receives reentry service funding to coordinate with County and community providers, leverage their existing services, and develop new employment opportunities for the reentry population in designated high-growth sectors. Over the past year this funding was leveraged into a grant program from the state, Contra Costa Sustainable Occupational Advancement & Reentry Success (CoCo SOARS), to provide training in high demand sectors to individuals on probation, and provide multiple summits in the County for prospective employers to educate them in a way that would encourage their hiring of formerly incarcerated workers.

Over the past several years, the County has remained committed to seeking out opportunities to improve the outcomes of individuals while they are incarcerated (development of plans for a Reentry, Treatment, and Housing unit at West County Detention Facility to increase the capacity to deliver evidence-based services individuals in custody), and to support transitions back into the community after periods of incarceration (examples include a Youth Justice Initiative to support the reentry of individuals leaving juvenile detention, Smart Reentry grant to support the reentry efforts of transition age youth leaving local jails and returning to East County, and a pre-release planning project to develop multi-disciplinary support for individuals released from West County Detention Facility).

The County has also created a Behavioral Health Forensic Team to address the needs of criminal justice-involved individuals with co-occurring mental health and substance use disorders. In addition to mental health counseling and medication management, clients can access residential and outpatient substance use treatment, short-term housing through homeless shelters, as well as assistance with enrollment in state and federal benefits including health care and income supports. reentry individuals who are not dually diagnosed with co-occurring disorders can still access the reentry service designated shelter beds and substance abuse programs with Probation Officer referral to the County Behavioral Health Division.



This partnership between County agencies is further supported by community-based organizations contracted to provide employment support and placement, housing assistance, mentoring, civil legal and family reunification services. Navigation and referral support for all of these services comes through access to the Reentry Success Center (“Center”)² in West County, and the Contra Costa Reentry Network³ (“Network”) in Central and East County.

Since 2014, the Network has helped individuals access local reentry services using a "No Wrong Door" approach that provides entry points into the Network’s system through each of its partner sites that are strategically located throughout Central and East County. After this initial entry, a Field Operations Coordinator will engage an individual to determine what services are needed, and the connect the person to resources designed to help them avoid future episodes of incarceration. Network-specific services include supplementary transitional housing, specialized employment training in auto mechanics, employment and education liaison services, and gender responsive in-reach and transition planning services for women. Providing direct access to these types of assistance helps reduce recidivism, increase public safety, and build healthy communities.

Opened in October 2015, the Center provides free, integrated, and effective services to individuals and families impacted by incarceration. Located in the city of Richmond, the Center serves as a centralized, site-based gathering place for learning, capacity-development, and access to information and services related to reentry. Gathering resources into one accessible and welcoming hub of integrated services in a restorative environment, the Center has aimed to serve a variety of members, including people who are currently incarcerated and within six months of returning to Contra Costa, formerly incarcerated people who live in Contra Costa, and Contra Costa County residents who are family members of currently incarcerated or formerly incarcerated people. The Center is co-governed by its host organization, Rubicon Programs, in formal partnership with the Center’s multi-sector Steering Committee. This 13-member governance body has stewarded the Center’s mission, values, and vision, and helped guide the alignment of the Center’s operations with the community’s expressed needs and desires.

Finally, funding has been provided for data collection and evaluation efforts to measure the efficacy of the County and community-based services and programs over time.

VI. Funding Available for the Project

The County will provide up to \$75,000 to a successful bidder for implementation of a Capacity Building Project from July 1, 2018 through June 30, 2019.

² <http://www.reentrysuccess.org>

³ <https://www.healthright360.org/program/healthright360-contra-costa-reentry-network>



VII. Scope of Services

The purpose of this Request for Qualification (RFQ) is to select successful qualified bidders for the implementation of a *Management Consulting Services for Reentry Service Programs* as part of a *Capacity Building Project* described below.

A. Capacity Building Project.

The County seeks a bidder with the requisite experience and expertise to implement a project that will enhance the ability of currently funded partners to deliver appropriate and effective rehabilitative reentry services to the residents of Contra Costa. This capacity building effort will help a cohort of four to six agencies self-identify organizational needs, create a Capacity Development Plan, and implement two or more components of the Capacity Development Plan during the project period of July 1, 2018 through June 30, 2019.

The bidder will provide members of the cohort with assistance in areas that are either related to general organizational development and/or effective reentry program service delivery. The proposed project should include at least two full day support session (lasting at least six hours) with the full cohort, and at least six additional individual support sessions for every cohort member where each cohort member is provided no less than twenty hours of individualized capacity building technical assistance over the course of the project.

The bidder will also be expected to provide a process where cohort members are able to self-assess their current capacity for effective management and service delivery using an organizational self-assessment instrument, and then receive technical assistance from the bidder to translate the assessment results into an action-oriented Capacity Development Plan. Bidders will then use the Capacity Development Plan to help guide further assistance provided to cohort members in making measurable improvement in at least two (2) development areas of their Capacity Development Plan prior to the end of the project period.

In creating a Capacity Development Plan, areas for potential development as it relates to organizational management may include various forms of the following:

- Personnel, Volunteers, and Leadership;
- Fiscal Management and Sustainability;
- Planning and Evaluation;
- External Relations; and
- Agency Structure and Operations.

Each cohort member's Capacity Development Plan must also include at least one specialized area of improvement related to effective reentry service delivery. Topics areas to consider may include:

- Sector specific Best Practices;
- Understanding Criminogenic Needs and Recidivism Risk;
- The Responsivity Principle



- Effective Use of Electronic Records; or
- Identifying and Implementing Evidence Based Practices

Each cohort member should receive consultation and technical assistance in the form of group and individualized support sessions that will help the agency identify their organizational needs, and make measurable gains according to their customized Capacity Development Plan.

B. Reporting, Contract Monitoring and Evaluation

On behalf of the County Administrator's Office, the ORJ will actively monitor all services provided as a part of the contract that results from this RFQ process.

At a minimum, contractors will be expected to:

- Perform all services without material deviation from an agreed-upon Service Plan.
- Cooperate with the collection, and periodic reporting, of fiscal/administrative/service related data and information as requested by the County.
- Maintain adequate records of service provision to document compliance with elements of the Service Plan.

The ORJ will:

- Provide information to contractors concerning additional State or County data requirements not provided herein.
- Provide a process through which agencies eligible for capacity building services are selected for participation as a member of the program's cohort.
- Process payments to the contractor, from the County, for services rendered in accordance with the agreed upon Service Plan.



RFQ Requirements and Instructions for Responders

The requirements in this section are mandatory. Contra Costa County reserves the right to waive any nonmaterial variation.

1. All responders shall submit one (1) original qualification and seven (7) complete copies of the qualification, under sealed cover, by mail or hand-delivery to the CAO at 651 Pine Street, 10th Floor, Martinez, CA 94553 to be received **no later than 12:00 p.m. on Wednesday, May 9, 2018**. Each submission must be marked on the outside with the Responder's name and RFQ 1803-283. Any qualification received after the deadline will be rejected. **Postmarks, faxed and emailed submissions are not acceptable.**
2. Each qualification should be submitted with the Cover Statement (Form #1) as the first page in the qualification package.
3. The ORJ will review all received qualifications to make sure they are technically compliant with formatting and submission guidelines as per the RFQ. Qualifications that are non-compliant with technical requirements will not move forward to the Review Panel.
4. All costs incurred in the preparation of a qualification will be the responsibility of the responder and will not be reimbursed by the County.
5. A qualification may be withdrawn in person prior to **5:00 p.m. on May 11, 2018**. If withdrawing a qualification, the person must be a signatory or identified point of contact in the response, provide appropriate government issued picture identification (i.e. driver's license), and sign a receipt attesting to his/her withdrawal of the response.
6. Any questions regarding this RFQ should be emailed to donte.blue@cao.cccounty.us on or before **5:00 p.m. on April 23, 2018**. You must include "RFQ 1803-282" in the subject line of the email to ensure your question will be considered.
7. The ORJ may amend this RFQ, if needed, to make changes or corrections to specifications or provide additional information. Amendments will be posted at <http://www.co.contra-costa.ca.us/2366/Reentry-Services-Programs>. The ORJ may extend the RFQ submission date, at its discretion, to allow responders adequate time to consider amendments and to submit all required information.
8. The RFQ process may be canceled in writing by the ORJ prior to awards if the Contra Costa County Board of Supervisors determines that cancellation is in the County's best interest. This process will be automatically canceled if no qualified responses are received by the RFQ submission date, and the County has not exercised its discretion to extend this date.
9. With respect to this RFQ, the County reserves the right to reject any, some, or all responses. The County reserves the right to negotiate separately in any manner to serve the best interests of the County. All responses become property of the County, without obligation to any responder.



10. Responses will be judged on overall quality of content and responsiveness to the purpose and specifications of this RFQ. Responses should be without expensive artwork, unusual printing, or other materials not essential to the utility and clarity of the response.
11. A Review Panel will evaluate all compliant qualifications. The Review Panel's recommendations will be presented to the Public Protection Committee for consideration by the Contra Costa County Board of Supervisors for action. Award of a contract by the Board of Supervisors will constitute acceptance of a qualification.
12. Only Responders submitting a qualification in response to RFQ 1803-283 may appeal this RFQ process. Appeals must be submitted in writing and should be addressed to Lara DeLaney, Senior Deputy County Administrator and Director, County Administrator's Office of Reentry & Justice, and received at 651 Pine Street, 10th Floor, Martinez, CA 94553, no later than **12:00 p.m. (noon) on May 23, 2018**. Notification of a final decision on the appeal will be made in writing to the Responder within five (5) business days of receiving the appeal, and the decision of the ORJ shall be final and not subject to further review. When submitting an appeal, the appellant must clearly state the action appealed, the harm caused to the appellant, and the remedy sought. Appeals shall be limited to the following grounds:
 - Failure of the County to follow the selection procedures and adhere to requirements specified in the RFQ or any addenda or amendments to the RFQ.
 - There has been a violation of conflict of interest as provided by California Government Code Section 87100 et seq.
 - A violation of State or Federal law.
13. Successful responders will be expected to promptly enter into contract negotiation with the ORJ. This may result in mutually agreed upon changes in plans or activities identified in the accepted qualification. As a result of this negotiation, actual contract(s) may include other agreements and clarifications of activities, consistent with the intent of the County in releasing this RFQ. Services will begin upon the signing of a contract according to a mutually agreed upon start-up schedule. The County is not liable for any cost incurred by the contractor prior to the effective date of any contract.
14. A successful bidder will be responsible for all services offered in their qualification, whether or not bidder performs them directly or through subcontractors in a multiple agency collaboration.
15. The ORJ will actively monitor service implementation and delivery and provide contract monitoring. Any material breach of contract requirements will constitute grounds for terminating the contract.
16. Each response to this RFQ will be a public record that will be subject to disclosure under the California Public Records Act (Government Code, § 6250, et seq.) and the County's Better Government Ordinance (County Ordinance Code, Title 2, Division 25) once a contract is awarded by the County's Board of Supervisors, or this RFQ process is canceled.



Response Preparation Instructions

RESPONSE INSTRUCTIONS

1. Responses must be in the form of a package containing a complete response and all required supporting information and documents. Each responder must submit one (1) original package and seven (7) complete copies with attachments included.
2. Response materials are to be double-spaced on 8 1/2" x 11" paper (*recycled preferred*) with no less than 1" margins on all sides, using an easy to read 12-point font. **Total Program Narrative cannot exceed 10 pages excluding cover sheet and required attachments.**
3. Pages must be numbered consecutively with each section identified by an appropriate Roman numeral.
4. All Forms attached to this RFQ must be fully completed and included as part of the response in the order indicated on the Respondent Checklist.
5. All information in the response package must be presented in the following sequence.

RESPONSE OUTLINE

- I. **Response Cover Statement** (Form #1)
The Cover Statement with original signatures, **in blue ink**, of the responder's Authorized Representative attached to the original of the response must precede the narrative. Copies of the form must also serve as a cover page to the remaining six (6) response copies submitted.
- II. **Qualification Narrative**
 - A. **Responder Overview** (2 pages)
 1. Your organization's history, years in operation, current core services, and number of years providing these services. Also indicate where your organization's headquarters are located, the location of any satellite offices in Contra Costa County, and the form of your business (government, nonprofit, other—please specify).
 2. Your organization's primary areas of expertise, and qualifications (including resources, capabilities, and licenses/certifications) as they relate to the scope of services described in this RFQ.
 3. Experience working with the reentry population, reentry service providers, and/or working in collaboration with other reentry stakeholders.
 4. Proposed staffing (FTEs) for this project, including roles and duties as they relate to the program. Provide the minimum qualifications and required credentials of each role, and the names of any existing staff expected to fill



the role. (CVs/résumés of all staff that mentioned by name in the qualification, and job descriptions for each role, should all be included as attachments and will not count against the total page limit.)

B. Technical Expertise (1 pages)

Discuss your expertise and experience as it relates to organizational management and leadership development, and the use of electronic data systems for actionable business intelligence related to client services, personnel matters, and organizational performance.

C. Approach to the Project (5 pages)

1. Describe any similar past projects including the scope of the project, relevance, stakeholders, and a brief summary of the services provided and methods used. If relevant, indicate any collaborative partners engaged to complete the project. In addition, indicate any challenges encountered and how they were addressed.
2. Describe your approach to accomplishing the goals of the Capacity Development Project described in this RFQ. This would include a description of any methods, activities, milestones or phases you would use to help agencies develop a Capacity Building Plan, and provide support to implement elements of the plan.
3. Discuss your approach to effectively working with multiple agencies operating within the same services delivery system that will be simultaneously making efforts to improve their capacity to provide services to clientele – many of whom are shared among agencies. This includes opportunities to leverage resources or benefit from shared learning environments, and in what circumstances one-on-one consultations would still be preferred.
4. Describe how you will determine the impact of the capacity development process, and satisfaction level of the cohort for the services provided.

D. Estimated Costs (2 pages)

1. Provide a fee schedule with compensation rates and hours/FTEs of proposed personnel.
2. Describe your estimated costs by project component, tying costs to intended phases or milestones.

III. Attachments

- A. *Project Timeline* – Gantt chart, or other visual representation, of the timing and activities needed to implement the program as designed. Must be clearly labeled as “Attachment A”



- B. *Project Budget* – Detail of all costs needed to support the program, and the source of any additional funding that will be leveraged to meet the costs that are included. Must be clearly labeled as “Attachment B”
- C. Program Job Descriptions and Résumé/CV for Executive Director and identified program staff
- D. Responder’s Statement of Qualifications (Form #2), completed and signed by Agency Executive Director and President of Agency Board of Directors.
- E. Responder’s Contracts and Grants (Form #3), completed and signed by an authorized Representative such as the Executive Director.
- F. Agency Brochure (as available)



RATING SHEET – Capacity Building Project

Narrative elements will be weighted as follows:

Program Elements and Possible Score

- A. Responder Overview 0-35
1. Relevancy of the organization’s overall services and history (10 pts.)
 2. Qualifications and expertise as they relate to the scope of work (5 pts.)
 3. Demonstrated reentry experience and collaboration (10 pts.)
 4. Qualifications & credentials of staff are proper for the duties assigned, and existing staff meet or exceed these requirements (10 pts.)
- B. Technical Expertise 0-20
- Demonstrates a sufficient level of experience and expertise concerning consulting in the areas of organizational development, and the use of data systems to support organizational operations and decision making
- C. Approach to the Scope of Work 0-35
1. Relevancy of past projects, the extent to which these projects demonstrate mastery of skills and methods likely to be necessary with this scope of work, and the ability to overcome challenges (10 pts.)
 2. Clear description of the approach to be used on this project, with methods and timeframes for activities that are appropriate given the nature and scope of services to be delivered. *[Including Attachment A]* (10 pts.)
 3. Reasonable approach to providing services to multiple agencies is reasonable, with clear descriptions of assistance to be provided to agencies in a group setting, and those to be one-on-one (10 pts.)
 4. Plan to track the impact of the capacity building process and cohort satisfaction is adequate (5 pts.)
- D. Fee Information *[Including Attachment B]* 0-10
- Fees are reasonable, and explanation of costs are clear

Total 100 pts.



Response Review and Selection

All responses submitted in compliance with the RFQ requirements will be eligible for review and selection.

Response Selection Methodology:

- A. ORJ staff will review each response's adherence to RFQ specifications.
- B. All responses deemed compliant and responsive will be referred to the RFQ Review Panel.
 - 1. The Review Panel will review all qualified responses and evaluate and score all responses utilizing the Rating Sheet on page 16.
 - 2. Interviews may be conducted during the week of May 14, 2018, as needed.
- C. The Review Panel will make recommendations for contract award to the Board of Supervisors.



Required Attachments, Forms and Checklist

Each respondent must submit a response in the following order with documents as described (unless otherwise noted). Duplicate enclosed forms as necessary.

- 1. Qualification Cover Sheet (Form #1)** attached as cover to each qualification
- 2. Table of Contents**
- 3. Qualification Narrative**
- 4. Narrative Attachment A – Project Timeline**
- 5. Narrative Attachment B – Project Budget**
- 6. Curriculum Vitae/Resumes of key staff, or job descriptions and qualifications of any staff to be hired**
- 7. Responder’s Questionnaire (Form #2)**, completed and signed by Agency Executive Director and President of Agency Board of Directors. *(Form #2 with original signatures must accompany original qualification.)*
- 8. Responder’s Contracts and Grants (Form #3)**, completed and signed by an authorized Representative such as the Executive Director. *(Form #3 with original signatures must accompany original response.)*
- 9. Agency Brochure** (as available)



FORM #1

QUALIFICATION COVER STATEMENT

MANAGEMENT CONSULTING TO REENTRY SERVICE PROGRAMS FOR CAPACITY BUILDING

Applicant Organization _____

Business Address _____

Phone _____ email: _____ Year Organization Founded _____

Contact Person & Title _____

501(c)3 ___ yes

Exemption Expiration Date

___ no

Other (explain): _____

Federal Employer Number: _____

We submit the attached qualification and attachments in response to Contra Costa County's Request for Qualification #1803-283, and declare that:

If the Board of Supervisors of Contra Costa County accepts this qualification, we will enter into a standard contract with Contra Costa County to provide all work specified herein as proposed or in accordance with modifications required by Contra Costa County. Funds obtained through this contract will not be used for other programs operated by the bidder/contractor unless stipulated within the qualification and accepted by the County.

Authorized representatives: (two signatures required)

Name: _____

Date: _____

Signature: _____

Executive Director

Name: _____

Signature: _____

Date: _____

Board President

This form must accompany the qualification package when submitted. Only one copy with original signatures is required.



FORM #2

RESPONDER'S QUESTIONNAIRE

1. List any licenses or certifications held by the agency, with expiration dates.

2 (a) Who administers your agency's fiscal system?

Name: _____

Phone: _____

Title: _____

Work Schedule: _____

(b) What CPA firm maintains or reviews the agency's financial records and annual audit, if applicable?

Name: _____

Phone: _____ Address: _____

3. Number of years' bidder operated under the present business name. ____
List related prior business names, if any, and timeframe for each.

4. Number of years' bidder has provided the services described in this qualification or related services. ____

5. Has bidder failed or refused to complete performance of any contract or grant?

Yes No

If yes, briefly explain:

6. Is there any past, present, or pending litigation in connection with contracts for services involving the bidder or any principal officer of the agency? Yes No

If yes, briefly explain.



FORM #2, Cont.

7. Does bidder have a controlling interest in any other firm(s)? Yes No
If yes, please list below.
8. Does bidder have commitments or potential commitments that may impact assets, lines of credit or otherwise affect agency's ability to fulfill this RFQ? Yes No
If yes, specify below.

Bidder attests, under penalty of perjury, that all information provided herein is complete and accurate. Bidder agrees to provide to County other information the County may request as necessary for an accurate determination of bidder's qualifications to perform proposed services.

Name and Title

(Executive Director)

Date

Name and Title

(Board President)

Date



FORM #3

CONTRACTS AND GRANTS

1. List current contracts and subcontracts including government contracts and/or grants:

Contact Name/Phone # <u>of Contractor/Grantor</u>	Services Provided <u>Under Contract</u>	Contract <u>Dates</u>
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2. List key contracts/grants completed in the last five years, including government contracts/grants:

3. Responder agrees to allow County to contact contractors for information relative to responder's performance. (**Sign below**)

Name and Title (Executive Director or equivalent)	Date
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Name and Title (Board President or equivalent)	Date
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Note: When more than one agency will collaborate in providing services(s), each agency involved must complete this form



General Contract Conditions

1. **Compliance with Law.** Contractor is subject to and must comply with all applicable federal, state, and local laws and regulations with respect to its performance under this Contract, including but not limited to, licensing, employment, and purchasing practices; and wages, hours, and conditions of employment, including nondiscrimination.
2. **Inspection.** Contractor's performance, place of business, and records pertaining to this Contract are subject to monitoring, inspection, review and audit by authorized representatives of the County, the State of California, and the United States Government.
3. **Records.** Contractor must keep and make available for inspection and copying by authorized representatives of the County, the State of California, and the United States Government, the Contractor's regular business records and such additional records pertaining to this Contract as may be required by the County.
 - a. **Retention of Records.** Contractor must retain all documents pertaining to this Contract for five years from the date of submission of Contractor's final payment demand or final Cost Report; for any further period that is required by law; and until all federal/state audits are complete and exceptions resolved for this Contract's funding period. Upon request, Contractor must make these records available to authorized representatives of the County, the State of California, and the United States Government.
 - b. **Access to Books and Records of Contractor, Subcontractor.** Pursuant to Section 1861(v)(1) of the Social Security Act, and any regulations promulgated thereunder, Contractor must, upon written request and until the expiration of five years after the furnishing of services pursuant to this Contract, make available to the County, the Secretary of Health and Human Services, or the Comptroller General, or any of their duly authorized representatives, this Contract and books, documents, and records of Contractor necessary to certify the nature and extent of all costs and charges hereunder.

Further, if Contractor carries out any of the duties of this Contract through a subcontract with a value or cost of \$10,000 or more over a twelve-month period, such subcontract must contain a clause to the effect that upon written request and until the expiration of five years after the furnishing of services pursuant to such subcontract, the subcontractor must make available to the County, the Secretary, the Comptroller General, or any of their duly authorized representatives, the subcontract and books, documents, and records of the subcontractor necessary to verify the nature and extent of all costs and charges thereunder.

This provision is in addition to any and all other terms regarding the maintenance or retention of records under this Contract and is binding on the heirs, successors, assigns and representatives of Contractor.



4. **Reporting Requirements.** Pursuant to Government Code Section 7550, Contractor must include in all documents and written reports completed and submitted to County in accordance with this Contract, a separate section listing the numbers and dollar amounts of all contracts and subcontracts relating to the preparation of each such document or written report. This section applies only if the Payment Limit of this Contract exceeds \$5,000.
5. **Termination and Cancellation.**
 - a. **Written Notice.** This Contract may be terminated by either party, in its sole discretion, upon thirty-day advance written notice thereof to the other, and may be cancelled immediately by written mutual consent.
 - b. **Failure to Perform.** County, upon written notice to Contractor, may immediately terminate this Contract should Contractor fail to perform properly any of its obligations hereunder. In the event of such termination, County may proceed with the work in any reasonable manner it chooses. The cost to County of completing Contractor's performance will be deducted from any sum due Contractor under this Contract, without prejudice to County's rights to recover damages.
 - c. **Cessation of Funding.** Notwithstanding any contrary language in Paragraphs 5 and 11, in the event that federal, state, or other non-County funding for this Contract ceases, this Contract is terminated without notice.
6. **Entire Agreement.** This Contract contains all the terms and conditions agreed upon by the parties. Except as expressly provided herein, no other understanding, oral or otherwise, regarding the subject matter of this Contract will be deemed to exist or to bind any of the parties hereto.
7. **Further Specifications for Operating Procedures.** Detailed specifications of operating procedures and budgets required by this Contract, including but not limited to, monitoring, evaluating, auditing, billing, or regulatory changes, may be clarified in a written letter signed by Contractor and the department head, or designee, of the county department on whose behalf this Contract is made. No written clarification prepared pursuant to this Section will operate as an amendment to, or be considered to be a part of, this Contract.
8. **Modifications and Amendments.**
 - a. **General Amendments.** In the event that the total Payment Limit of this Contract is less than \$100,000 and this Contract was executed by the County's Purchasing Agent, this Contract may be modified or amended by a written document executed by Contractor and the County's Purchasing Agent or the Contra Costa County Board of Supervisors, subject to any required state or federal approval. In the event that the total Payment Limit of this Contract exceeds \$100,000 or this Contract was initially approved by the Board of Supervisors, this Contract may be modified or amended only by a written document



executed by Contractor and the Contra Costa County Board of Supervisors or, after Board approval, by its designee, subject to any required state or federal approval.

- b. **Minor Amendments.** The Payment Provisions and the Service Plan may be amended by a written administrative amendment executed by Contractor and the County Administrator (or designee), subject to any required state or federal approval, provided that such administrative amendment may not increase the Payment Limit of this Contract or reduce the services Contractor is obligated to provide pursuant to this Contract.
9. **Disputes.** Disagreements between County and Contractor concerning the meaning, requirements, or performance of this Contract shall be subject to final written determination by the head of the county department for which this Contract is made, or his designee, or in accordance with the applicable procedures (if any) required by the state or federal government.
10. **Choice of Law and Personal Jurisdiction.**
 - a. This Contract is made in Contra Costa County and is governed by, and must be construed in accordance with, the laws of the State of California.
 - b. Any action relating to this Contract must be instituted and prosecuted in the courts of Contra Costa County, State of California.
11. **Conformance with Federal and State Regulations and Laws.** Should federal or state regulations or laws touching upon the subject of this Contract be adopted or revised during the term hereof, this Contract will be deemed amended to assure conformance with such federal or state requirements.
12. **No Waiver by County.** Subject to Paragraph 9. (Disputes) of these General Conditions, inspections or approvals, or statements by any officer, agent or employee of County indicating Contractor's performance or any part thereof complies with the requirements of this Contract, or acceptance of the whole or any part of said performance, or payments therefor, or any combination of these acts, do not relieve Contractor's obligation to fulfill this Contract as prescribed; nor is the County thereby prevented from bringing any action for damages or enforcement arising from any failure to comply with any of the terms and conditions of this Contract.
13. **Subcontract and Assignment.** This Contract binds the heirs, successors, assigns and representatives of Contractor. Prior written consent of the County Administrator or his designee, subject to any required state or federal approval, is required before the Contractor may enter into subcontracts for any work contemplated under this Contract, or before the Contractor may assign this Contract or monies due or to become due, by operation of law or otherwise.



14. **Independent Contractor Status.** The parties intend that Contractor, in performing the services specified herein, is acting as an independent contractor and that Contractor will control the work and the manner in which it is performed. This Contract is not to be construed to create the relationship between the parties of agent, servant, employee, partnership, joint venture, or association. Contractor is not a County employee. This Contract does not give Contractor any right to participate in any pension plan, workers' compensation plan, insurance, bonus, or similar benefits County provides to its employees. In the event that County exercises its right to terminate this Contract, Contractor expressly agrees that it will have no recourse or right of appeal under any rules, regulations, ordinances, or laws applicable to employees.

15. **Conflicts of Interest.** Contractor covenants that it presently has no interest and that it will not acquire any interest, direct or indirect, that represents a financial conflict of interest under state law or that would otherwise conflict in any manner or degree with the performance of its services hereunder. Contractor further covenants that in the performance of this Contract, no person having any such interests will be employed by Contractor. If requested to do so by County, Contractor will complete a "Statement of Economic Interest" form and file it with County and will require any other person doing work under this Contract to complete a "Statement of Economic Interest" form and file it with County. Contractor covenants that Contractor, its employees and officials, are not now employed by County and have not been so employed by County within twelve months immediately preceding this Contract; or, if so employed, did not then and do not now occupy a position that would create a conflict of interest under Government Code section 1090. In addition to any indemnity provided by Contractor in this Contract, Contractor will indemnify, defend, and hold the County harmless from any and all claims, investigations, liabilities, or damages resulting from or related to any and all alleged conflicts of interest. Contractor warrants that it has not provided, attempted to provide, or offered to provide any money, gift, gratuity, thing of value, or compensation of any kind to obtain this Contract.

16. **Confidentiality.** To the extent allowed under the California Public Records Act, Contractor agrees to comply and to require its officers, partners, associates, agents and employees to comply with all applicable state or federal statutes or regulations respecting confidentiality, including but not limited to, the identity of persons served under this Contract, their records, or services provided them, and assures that no person will publish or disclose or permit or cause to be published or disclosed, any list of persons receiving services, except as may be required in the administration of such service. Contractor agrees to inform all employees, agents and partners of the above provisions, and that any person knowingly and intentionally disclosing such information other than as authorized by law may be guilty of a misdemeanor.

17. **Nondiscriminatory Services.** Contractor agrees that all goods and services under this Contract will be available to all qualified persons regardless of age, gender, race, religion, color, national origin, ethnic background, disability, or sexual orientation, and that none will be used, in whole or in part, for religious worship.



18. **Indemnification.** Contractor will defend, indemnify, save, and hold harmless County and its officers and employees from any and all claims, demands, losses, costs, expenses, and liabilities for any damages, fines, sickness, death, or injury to person(s) or property, including any and all administrative fines, penalties or costs imposed as a result of an administrative or quasi-judicial proceeding, arising directly or indirectly from or connected with the services provided hereunder that are caused, or claimed or alleged to be caused, in whole or in part, by the negligence or willful misconduct of Contractor, its officers, employees, agents, contractors, subcontractors, or any persons under its direction or control. If requested by County, Contractor will defend any such suits at its sole cost and expense. If County elects to provide its own defense, Contractor will reimburse County for any expenditures, including reasonable attorney's fees and costs. Contractor's obligations under this section exist regardless of concurrent negligence or willful misconduct on the part of the County or any other person; provided, however, that Contractor is not required to indemnify County for the proportion of liability a court determines is attributable to the sole negligence or willful misconduct of the County, its officers and employees. This provision will survive the expiration or termination of this Contract.
19. **Insurance.** During the entire term of this Contract and any extension or modification thereof, Contractor shall keep in effect insurance policies meeting the following insurance requirements unless otherwise expressed in the Special Conditions:
- a. **Commercial General Liability Insurance.** For all contracts where the total payment limit of the contract is \$500,000 or less, Contractor will provide commercial general liability insurance, including coverage for business losses and for owned and non-owned automobiles, with a minimum combined single limit coverage of \$500,000 for all damages, including consequential damages, due to bodily injury, sickness or disease, or death to any person or damage to or destruction of property, including the loss of use thereof, arising from each occurrence. Such insurance must be endorsed to include County and its officers and employees as additional insureds as to all services performed by Contractor under this Contract. Said policies must constitute primary insurance as to County, the state and federal governments, and their officers, agents, and employees, so that other insurance policies held by them or their self-insurance program(s) will not be required to contribute to any loss covered under Contractor's insurance policy or policies. Contractor must provide County with a copy of the endorsement making the County an additional insured on all commercial general liability policies as required herein no later than the effective date of this Contract. For all contracts where the total payment limit is greater than \$500,000, the aforementioned insurance coverage to be provided by Contractor must have minimum combined single limit coverage of \$1,000,000.
 - b. **Workers' Compensation.** Contractor must provide workers' compensation insurance coverage for its employees.
 - c. **Certificate of Insurance.** The Contractor must provide County with (a) certificate(s) of insurance evidencing liability and worker's compensation insurance as required herein no later than the effective date of this Contract. If Contractor should renew the insurance



policy(ies) or acquire either a new insurance policy(ies) or amend the coverage afforded through an endorsement to the policy at any time during the term of this Contract, then Contractor must provide (a) current certificate(s) of insurance.

- d. **Additional Insurance Provisions.** No later than five days after Contractor's receipt of: (i) a notice of cancellation, a notice of an intention to cancel, or a notice of a lapse in any of Contractor's insurance coverage required by this Contract; or (ii) a notice of a material change to Contractor's insurance coverage required by this Contract, Contractor will provide Department a copy of such notice of cancellation, notice of intention to cancel, notice of lapse of coverage, or notice of material change. Contractor's failure to provide Department the notice as required by the preceding sentence is a default under this Contract
20. **Notices.** All notices provided for by this Contract must be in writing and may be delivered by deposit in the United States mail, postage prepaid. Notices to County must be addressed to the head of the county department for which this Contract is made. Notices to Contractor must be addressed to the Contractor's address designated herein. The effective date of notice is the date of deposit in the mails or of other delivery, except that the effective date of notice to County is the date of receipt by the head of the county department for which this Contract is made.
21. **Primacy of General Conditions.** In the event of a conflict between the General Conditions and the Special Conditions, the General Conditions govern unless the Special Conditions or Service Plan expressly provide otherwise.
22. **Nonrenewal.** Contractor understands and agrees that there is no representation, implication, or understanding that the services provided by Contractor under this Contract will be purchased by County under a new contract following expiration or termination of this Contract, and Contractor waives all rights or claims to notice or hearing respecting any failure to continue purchasing all or any such services from Contractor.
23. **Possessory Interest.** If this Contract results in Contractor having possession of, claim or right to the possession of land or improvements, but does not vest ownership of the land or improvements in the same person, or if this Contract results in the placement of taxable improvements on tax exempt land (Revenue & Taxation Code Section 107), such interest or improvements may represent a possessory interest subject to property tax, and Contractor may be subject to the payment of property taxes levied on such interest. Contractor agrees that this provision complies with the notice requirements of Revenue & Taxation Code Section 107.6, and waives all rights to further notice or to damages under that or any comparable statute.
24. **No Third-Party Beneficiaries.** Nothing in this Contract may be construed to create, and the parties do not intend to create, any rights in third parties.



25. **Copyrights, Rights in Data, and Works Made for Hire.** Contractor will not publish or transfer any materials produced or resulting from activities supported by this Contract without the express written consent of the County Administrator. All reports, original drawings, graphics, plans, studies and other data and documents, in whatever form or format, assembled or prepared by Contractor or Contractor's subcontractors, consultants, and other agents in connection with this Contract are "works made for hire" (as defined in the Copyright Act, 17 U.S.C. Section 101 et seq., as amended) for County, and Contractor unconditionally and irrevocably transfers and assigns to Agency all right, title, and interest, including all copyrights and other intellectual property rights, in or to the works made for hire. Unless required by law, Contractor shall not publish, transfer, discuss, or disclose any of the above-described works made for hire or any information gathered, discovered, or generated in any way through this Agreement, without County's prior express written consent. If any of the works made for hire is subject to copyright protection, County reserves the right to copyright such works and Contractor agrees not to copyright such works. If any works made for hire are copyrighted, County reserves a royalty-free, irrevocable license to reproduce, publish, and use the works made for hire, in whole or in part, without restriction or limitation, and to authorize others to do so.
26. **Endorsements.** In its capacity as a contractor with Contra Costa County, Contractor will not publicly endorse or oppose the use of any particular brand name or commercial product without the prior written approval of the Board of Supervisors. In its County-contractor capacity, Contractor will not publicly attribute qualities or lack of qualities to a particular brand name or commercial product in the absence of a well-established and widely accepted scientific basis for such claims or without the prior written approval of the Board of Supervisors. In its County-contractor capacity, Contractor will not participate or appear in any commercially produced advertisements designed to promote a particular brand name or commercial product, even if Contractor is not publicly endorsing a product, as long as the Contractor's presence in the advertisement can reasonably be interpreted as an endorsement of the product by or on behalf of Contra Costa County. Notwithstanding the foregoing, Contractor may express its views on products to other contractors, the Board of Supervisors, County officers, or others who may be authorized by the Board of Supervisors or by law to receive such views.
27. **Required Audit.** (A) If Contractor is funded by \$750,000 or more in federal grant funds in any fiscal year from any source, Contractor must provide to County, at Contractor's expense, an audit conforming to the requirements set forth in the most current version of Office of Management and Budget Circular A-133. (B) If Contractor is funded by less than \$750,000 in federal grant funds in any fiscal year from any source, but such grant imposes specific audit requirements, Contractor must provide County with an audit conforming to those requirements. (C) If Contractor is funded by less than \$750,000 in federal grant funds in any fiscal year from any source, Contractor is exempt from federal audit requirements for that year; however, Contractor's records must be available for and an audit may be required by, appropriate officials of the federal awarding agency, the General Accounting Office (GAO), the pass-through entity and/or the County. If any such audit is required, Contractor must provide County with such audit. With respect to the audits specified in (A), (B) and (C) above,



Contractor is solely responsible for arranging for the conduct of the audit, and for its cost. County may withhold the estimated cost of the audit or 10 percent of the contract amount, whichever is greater, or the final payment, from Contractor until County receives the audit from Contractor.

28. **Authorization.** Contractor, or the representative(s) signing this Contract on behalf of Contractor, represents and warrants that it has full power and authority to enter into this Contract and to perform the obligations set forth herein.
29. **No Implied Waiver.** The waiver by County of any breach of any term or provision of this Contract will not be deemed to be a waiver of such term or provision or of any subsequent breach of the same or any other term or provision contained herein.