

County of Santa Cruz

Request for Proposals #2018HSD03

Consultant to Facilitate Collective Impact Capacity Building and Structure for Collective of Results and Evidence-Based (CORE) Investments in Santa Cruz County



Due:

November 20, 2017 at 5:00 PM, PST

Submit all required proposal documents to:

CCUMail@santacruzcounty.us

County of Santa Cruz, Human Services Department

Centralized Contracting Unit

1000 Emeline Avenue, Santa Cruz, CA 95060

Any changes to this RFP and its related documents will be posted:

www.santacruzhumanservices.org

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Section A: Key Components of the CORE Investments – Phase II Consultant RFP

The County of Santa Cruz Human Services Department (HSD) invites proposals for a Consultant to further local efforts to build capacity on a results-based collective impact initiative. Current stakeholders in the initiative include: local governmental funding agencies, philanthropic foundations, service providers and representatives from county-wide strategic plans targeting the community's most vulnerable residents. As a result of this Request for Proposal (RFP), a one-year contract will be awarded not to exceed the amount of \$61,000. The response due date is November 20, 2017

1. Background

Community-based organizations in Santa Cruz County have a long history of providing programs and resources to ameliorate poverty and its negative effects. Recently, an effort was launched to transition local jurisdictional safety-net funding into a results-based collective impact model. The County and the City of Santa Cruz joined together to develop a model that intentionally directs funding towards evidence based practices that are linked to specific result areas and measured by community-level indicators. The model, aptly named, CORE (Collective of Results and Evidence) Investments offers funders the ability to align their investment to strategic plan results that are most relevant for their jurisdiction or focus area.

As part of the early development process for CORE Investments, national, state, and other local collective impact models were examined and community input was garnered from service providers and strategic plan representatives. The Funders identified nine existing county-wide strategic plans that target the safety net needs of the community and worked closely with the strategic plan representatives to select two results from each plan. The first funding implementation of CORE Investments focused on 18 result areas encompassing needs across all age spectrums and intervention types. The development process continues and this initiative is committed to continuous engagement and learning.

The CORE Investments initiative can be thought of within three main phases: 1) model development and launch of initiative, 2) capacity building and infrastructure development, and 3) expansion to other funders. During Phase One, the County and City of Santa Cruz released a CORE Investments RFP for evidence-based safety net services to vulnerable populations. Community based organizations engaged in a competitive application process and award recommendations were made by an expert review panel and approved by the County and City's governing bodies. Award recipients will receive funding for the next three fiscal years, FY 2017-18 through FY 2019-20, for contracted services.

The CORE Investments Initiative is now poised to move into Phase Two. This phase focuses on deepening the stakeholders understanding of a results-based collective impact model, strengthening existing and future strategic plans, creating a stewardship structure to guide the Initiative composed of representation from all the stakeholder groups, and providing technical assistance to strengthen collective impact. Until an oversight and stewardship structure is agreed upon, the consultant will be guided by a preliminary advisory group composed of key stakeholders including strategic plan representatives, service providers, and funders.

2. Desired Results and Potential Strategies

At the end of the project period the selected Consultant shall successfully achieve the following results.

1. Increase knowledge of collective impact among stakeholders (Funders, Strategic Plan Representatives, Service Providers and Elected Officials). Strategies to achieve this result may include, but are not limited to, trainings and/or tools that cover;
 - Key concepts of collective impact
 - Roles and responsibilities of collective impact partners
 - Collective Impact leadership
 - Backbone functions of a collective impact model
 - Determining and tracking community level indicators to measure results

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2. In collaboration with key stakeholders, create a shared strategic vision, mission and goals for CORE Investments. Strategies to achieve this result may include, but are not limited to, document review and meetings with stakeholders.
3. In collaboration with local stakeholders, develop a realistic CORE Investments sustainability plan, which includes developing an infrastructure to guide the direction of CORE Investments. Activities in the development of a sustainability plan will include:

Facilitation of agreement on roles and responsibilities including the creation of a stewardship or oversight body and/or committees and workgroups

 - Assignment of collective impact functions to various stakeholders or identification of a backbone organization and begin identification of sustainable funding sources for infrastructure
 - Development of a communication framework/process that allows for ongoing exchange of ideas between stakeholders
 - Consider an Evidence based Practice (EBP) certification process that will certify programs as to their level of evidence (Model, Promising, and Innovative) as an EBP, similar to the Upstream Investments model in Sonoma County.
 - Recommend of a process of including new Strategic Plans to CORE Investments
4. In collaboration with Strategic Plan representatives, standardize the method of developing CORE Investments results and increase opportunities to integrate results across strategic plans. To achieve this goal, the Consultant may conduct trainings or provide technical assistance to Strategic Plan representatives on how to develop results that are specific, measurable, and achievable and have a clear timeline.
5. Develop and implement forums or workshops for stakeholders on evidence based practices and measuring program outcomes to potentially include designing and implementing:

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- Forums and/or learning sessions on evidence based practices that support and address Strategic Plan results showcasing how particular evidence based practices are being implemented locally and cost effectively. Include successes and challenges in implementation.
- Workshops for service providers on ways to track and measure outcomes that may use or adapt existing data collection processes. Include a focus on innovative evidence based practices.
- Workshops on how to choose an EBP that is in alignment with the program mission and is sustainable in the long term.

3. Funding

The budget for this project is \$61,000 and the term is anticipated to be one year, beginning January 2018. This amount is inclusive of all expenses including logistics, Subject Matter Experts, and any other expenses related to completing the deliverables in the proposal.

4. Review Process and Evaluation Criteria

The Proposal Review Panel, comprised of funders, strategic plan representatives and service providers, will evaluate all proposals and select the Respondent who (1) best meets the needs as set forth in the RFP, (2) is best qualified, and (3) is best able to provide the requested services.

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Evaluation Criteria	Points
<p>Project Narrative includes:</p> <p>Desired Result 1: strategies proposed demonstrate understanding of collective impact and a clear description of how to measure the result.</p> <p>Desired Result 2: strategies proposed demonstrate an understanding of a how to create a vision, mission statement and goals with key stakeholders.</p> <p>Desired Result 3: strategies proposed will result in a realistic sustainability plan that addresses critical components of sustainability as outlined in the result.</p> <p>Desired Result 4: strategies demonstrate knowledge of local strategic plans and provide appropriate methods to achieve standardized results across plans and identify ways to integrate results across strategic plans.</p> <p>Desired Result 5: strategies proposed will increase stakeholder capacity in the areas of evidence based practices, tracking and measuring program outcomes and demonstrate the applicant’s understanding of these topic areas and the diverse landscape of services available in the community.</p>	50
<p>Work plan:</p> <p>Work plan should include clear deliverables, activities and realistic timeline</p>	10
<p>Budget:</p> <p>Clearly describes costs associated to achieve the 5 desired results</p>	20
Total	100

Section B: Instructions for Respondents

1. *Submission of the RFP Proposal*

Required forms for this Proposal may be found at:

<http://www.santacruzhumanservices.org/HSDHome/RequestforProposals>

Respondents are to download required forms and submit one electronic copy of the entire proposal by 5:00 PM on Friday, November 20, 2017 to:

CCUMail@santacruzcounty.us

Alternatively, Respondents may also submit the proposal on a flash drive and mail it to the address below. Paper proposals will also be accepted. Any mailed proposals must be received by the County by 5:00 PM on Friday, November 20, 2017.

Human Services Department
Centralized Contracting Unit
1000 Emeline Avenue
Santa Cruz CA 95060

Email Receipt: The receipt of your proposal will be confirmed by the County. Should you not receive an email receipt of your proposal by Wednesday, November 22, please contact the Contracts Analyst noted below.

Please note that a Proposal Checklist (Exhibit A) is available for use; however it should not be submitted.

2. *Point of Contact*

Respondents shall direct all questions regarding this RFP to the Contracts Analyst, Tatiana Brennan, via email at CCUMail@santacruzcounty.us. Or alternatively, the Contracts Manager, Sherra Clinton at Sherra.Clinton@santacruzcounty.us

No other person has the authority to respond to any questions submitted unless specifically authorized by Sherra Clinton. Respondent may be disqualified for failure to adhere to this process.

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3. RFP Process Schedule

The schedule for submittal and review of proposals and notification of Respondents follows. Please note these dates may change if necessary and any update will be posted to the HSD website.

Activity	Date
Request for Proposals released	Monday, October 23, 2017
Final date to email questions	Monday, November 13, 2017 at 5:00 PM
Final posting of Respondent questions/answers	Wednesday, November 15, 2017
Proposals due	Monday, November 20, 2017 by 5:00 PM
Email Receipt of Proposal	No later than Wednesday, November 22
Panel review	November 2017
Notification of Award	December 2017
County Board of Supervisors – Approves CORE Phase II Consultant Contract	January 2018

4. Late Proposals

Full proposals received in an email, flash drive or hard copy after 5:00 PM PST on Monday, November 20, 2017 will not be considered. Late proposals will be returned and Respondent notified that their proposal did not meet the deadline.

5. Questions & Answers

Respondents shall direct all questions regarding this RFP to the Contracts Analyst, Tatiana Brennan, via email at CCUMail@santacruzcounty.us. An on-going “Questions and Answers” document will be posted to the HSD website each Wednesday following the release date and until the final posting of Applicant questions and answers on Wednesday November 15.

The purpose of this Questions and Answers documentation is to provide the same information to all Respondents. Respondents are responsible for checking this website. The deadline for submitting questions is 5:00 PM on November 13, 2017.

6. RFP Addendum

The RFP and its related documents may not be changed by any oral statement. Changes to these documents will only be written Addendum issued by the County. If/when necessary, a written addendum will be emailed to all known Respondents of record and posted on the HSD site. Respondents shall be responsible for ensuring that their proposal reflects any and all addenda issued by County.

7. Reservations

County reserves the right to do the following at any time deemed necessary per County concerns such as but not limited to emerging directives of the Board of Supervisors, impacts to revenue outside of County control, or emerging information from State, Federal or other authorities directing County’s programs. Should any of the following rights be exercised, County may provide a brief notification via website update under the affected RFP announcement, and reference that information source to known prospective Respondents whenever feasible.

- a. Waive or correct any minor or inadvertent defect, irregularity or technical error in the RFP or any RFP procedure or any subsequent negotiation process
- b. Terminate the RFP and issue a new RFP anytime thereafter
- c. Extend any or all deadlines specified in the RFP by issuance of an addendum at any time prior to the deadline for submittals. Any such addendum may be

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announced solely via the website referenced herein and may include email to known prospective Respondents.

- d. Disqualify any Respondent on the basis of any real or perceived conflict of interest or evidence of collusion that is disclosed by the proposal or by other means or other information available to County
- e. Reject the proposal of any Respondent that is in breach of or in default under any other agreement with County or the Federal government.
- f. Reject any Respondent deemed to be non-responsive, unreliable, or unqualified, or who submits false information

8. *Notification of Modification or Withdrawal of Proposal*

Applicant may modify or withdraw proposal prior to the deadline for submittals by formal written notice. All proposals (and any related materials) not withdrawn prior to the deadline for submittals will become the property of the County.

9. *Cost Liability for Preparation*

Applicant is solely responsible for all costs incurred in preparing for or submitting the proposal.

10. *References*

Applicant shall submit Attachment C – Reference Form – Authorization for Release of Information and Waiver of Liability with the RFP. Reference checks should confirm that Applicant has successfully performed the proposed services on similar projects, including completion within budget, schedule and scope.

County reserves the right to check any or all references:

- necessary to assess past performance;
- pertaining to similar projects that demonstrate experience that is relevant to the RFP scope of work; and/or
- explicitly specified in the proposal or that result from communication with other entities involved with similar projects, including other industry sources and users of similar services known to County.

11. Non-Collusion Declaration

Proposer shall execute and submit Attachment B – Non-Collusion Declaration.

12. Awarded Contract Negotiations

Upon award of contract, County reserves the right to negotiate the proposed cost or Scope of Work with Applicant prior to contract signing. If requested by County, selected Applicant shall meet in person or on the phone with staff to review and/or edit the Scope of Work and/or Budget prior to County staff making a final award recommendation to the County Board of Supervisors.

13. Protest and Appeals

Please refer to Exhibit D, for procedures on protest and appeals.

Section C: Response Format

Proposal must be submitted electronically via email as indicated in Section B.1. Respondent must attach any Attachments provided as fillable forms and may provide additional Attachments in any form (such as Acrobat PDF, Microsoft Word, Excel).

If Respondent cannot submit electronically they may submit via hard copy in that is bound in some way with index tabs separating the sections identified in the Table of Contents. The Cover Sheet of each proposal must be marked "Original" or "Copy". Pages must be numbered on the bottom of each page. Proposal must include all of the following:

1. Cover Letter and Certification of Compliance (Attachment A)

Use the Cover Letter (form) provided and include the following info:

- Complete legal entity name
- Federal Employer Identification Number (Tax ID) of the organization making the proposal
- Name, mailing address, telephone number and email address of the person County should contact regarding the proposal

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- Signed by an organization officer empowered to bind the Applicant to the provisions of this RFP and any contract awarded pursuant to it.
- Names of persons authorized to conduct contract negotiations
- Applicant shall attach to the Cover Letter a Board of Directors or partners list for each legal entity

The submitted proposal remains valid for at least 90-days subsequent to the date of the proposal submission.

2. *Table of Contents (No form provided - Optional)*

Proposal may include a table of contents

3. *Non-Collusion Declaration Form (Attachment B)*

Complete and submit the Non-Collusion Declaration form provided.

4. *Reference List Form (Attachment C)*

Complete and submit the Reference Form – Authorization for Release of Information and Waiver of Liability (form) provided. A list of at least three references must be submitted with the proposal.

5. *Budget Proposal*

Complete and submit a Budget Proposal. The Budget Proposal must be organized by deliverable. There is not a specified form for the budget.

6. *Terminated Contracts and Pending Litigation – As needed (No Form Provided)*

Submit one page if the following criteria describe the individual or organization:

Applicant must disclose any terminated contracts and provide:

- a. Contracting agency
- b. Original contract date
- c. Reason for termination
- d. Agency contact person and telephone number

Applicant must disclose any pending litigation including:

- a. Location filed, name of court and docket number
- b. Nature of litigation

7. Designation of Sub-Contractors (Attachment D)

Complete and submit the Designation of Sub-Contractors form provided. Please note the form is required whether there are sub-contractors or not.

8. Project Narrative (No Form Provided)

Please submit a project narrative that is not longer than six pages, single-sided, in a font size no smaller than 11 point that address the two components detailed below, a) Qualifications & Experience and b) Proposed Strategies for Achieving Results.

a. Qualifications & Experience

Provide a written narrative that describes your qualifications and experience facilitating collective impact initiatives. In particular, please include the following:

1. Description of planning and facilitation experience with collective impact initiatives. Include any challenges and/or successes that took place during prior collective impact projects and lessons learned.
2. Describe your experience producing high quality, timely deliverables and desired outcomes.
3. Describe your knowledge of the local landscape of safety net services and the funders in Santa Cruz County.

b. Proposed Strategies for Achieving the Desired Results

Please describe your overall approach to the project and how each result will be addressed, if one or two results are emphasized please explain the reasoning. For each of the six (6) desired results please detail how you will achieve them.

1. Increase knowledge of collective impact among stakeholders.

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- a. Please cite strategies proposed and primary reasons or evidence for the strategies and how knowledge will be measured.
2. In collaboration with key stakeholders, create a specific vision, mission statement and goals for CORE Investments.
 - a. Please ensure that you include strategies along with your understanding of how a vision, mission statement and goals can support the project.
3. In collaboration with key stakeholders, develop a realistic CORE Investments sustainability plan.
 - a. Please include a description of how you propose to work with the key stakeholders to achieve a realistic, clear, and agreed upon plan for sustainability and a general description of the contents.
4. In collaboration with Strategic Plan representatives, standardize a method of developing CORE Investments results and increase opportunities to integrate results across strategic plans.
 - a. Please ensure that you include strategies proposed to meet this result and your understanding of potential issues you may face in developing a consistent methodology of describing results across a variety of different strategic planning contexts.
5. Develop and implement a technical assistance plan for key stakeholders on evidence based practices and measuring program outcomes.
 - a. Please ensure that you include strategies proposed to meet this result and your general understanding of evidence based practices and outcome measurement. Also, include any methods you propose to ensure that training and technical assistance reflects the diverse needs of the local non-profit community.

c. Work plan

Please provide a work plan that describes deliverables, activities and a timeline in order to achieve the results within the project period. This is in addition to the six page limit.

Section D: Standard Terms & Conditions

1. *Contract Provisions*

In the event that an organization or individual is selected for funding, additional documentation will be required in order to develop a contract for services and the contract must comply with all provisions outlined in the Independent Contractor Agreement (ICA). The terms and conditions within the ICA for the County are included as Exhibit B, as is the additionally required Exhibit C. County reserves the right to change these agreements as directed by County Counsel and/or under authorization of the County Board of Supervisors.

2. *Assignment*

Awarded Contractor shall not assign Contract, or any interest herein, without the written consent of County. Additionally, as respects the Non-Assignment clause within the County ICA, Section 9, County further reserves the right to approve Contractor's assignee under whatever terms and conditions County may require. Awarded Contractor must provide County thirty (30) days written notice prior to sale of Contractor. County may elect to cancel Contract at that time. County may, at its sole discretion, permit the new owner to assume all existing Contract terms and conditions.

3. *Licenses, Permits and Certifications*

Awarded Contractor and Contractor's employees shall possess all applicable licenses, permits and certifications required by Federal, State and/or County codes and regulations and shall provide such licenses, permits and certifications to County upon request.

4. *Compliance with Laws*

Awarded Contractor shall comply with all Federal, State and local rules, regulations and laws.

5. *Compliance with Federal System for Award Management*

Awarded Contractor must certify that they are neither suspended, debarred, nor proposed for debarment from receiving federal funds; declared ineligible to receive

federal funds; or voluntarily excluded from participation in covered transactions by any federal department or agency.

6. *Inclusion of Documents*

The RFP, all addenda and the Proposal submitted in response to the RFP may become a part of any contract awarded as a result of the RFP.

7. *Severability*

Should any part of Awarded Contract be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect the validity of the remainder of Contract, which shall continue in full force and effect; provided that the remainder of Contract can, absent the excised portion, be reasonably interpreted to give the effect to the intentions of the parties.

8. *Default*

a. In addition to its remedies elsewhere within the ICA or RFP terms and conditions, County may, by written notice of default to Awarded Contractor, terminate Contract in whole or in part if Contractor fails to:

1. Make delivery of the supplies or perform within the time specified herein or promised, or any extension thereof; or
2. Perform any of the other provisions of Contract.

b. In the event County terminates Contract in whole or in part, as provided elsewhere within the ICA or RFP terms and conditions, County may procure, upon such terms and in such manner as County deems appropriate, supplies, services or work similar to those so terminated, and Contractor shall be liable to County for any excess costs for such similar supplies, services or work; provided that Contractor shall continue the performance of Contract to the extent not terminated under the provisions provided herein. Contractor shall not be liable for any excess costs if the failure to perform Contract arises out of causes beyond the control and without the fault and negligence of Contractor.

9. Force Majeure

Awarded Contractor shall not be liable for any delays with respect to Contract due to causes beyond its reasonable control, such as natural acts, epidemics, war, terrorism or riots.

Section E: Attachments & Exhibits

Attachments to RFP must be submitted as part of the Respondent's proposal, as indicated within Section B.

Attachment A: Cover Letter and Certification of Compliance

Attachment B: Non-Collusion Declaration

Attachment C: Reference Form/Authorization for Release/Waiver of Liability

Attachment D: Designation of Subcontractors

Exhibits to this RFP are provided as pertinent for informational purposes to the Respondent.

Exhibit A: Proposal Checklist

Exhibit B: Independent Contractor Agreement – Standard General, sample

Exhibit C: Living Wage Form

Exhibit D: Protests and Appeals Procedures