

COUNTY OF MARIN



DEPARTMENT OF HEALTH AND HUMAN SERVICES  
DIVISION OF PUBLIC HEALTH

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REQUEST FOR PROPOSAL (RFP)

**Marin Community Response Teams**

**RFP-HHS-2021-15**

[www.marinhhs.org/rfp/2021-15](http://www.marinhhs.org/rfp/2021-15)

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**DATE ISSUED:**

**June 18, 2021**

**DEADLINE FOR SUBMISSIONS:**

**July 9, 2021, 5:00PM PST**

The County of Marin Health and Human Services Department does not discriminate on the basis of sex, race, color, religion, age, sexual orientation, disability, marital status, national origin, citizenship status, genetic information, gender identity and expression, AIDS/HIV, medical condition, political affiliation, military or veteran status, or status as a victim of domestic violence, assault, or stalking in employment or in its educational programs and activities. Requests for disability accommodations may be made by phoning (415) 473-4381(Voice), CA Relay 711 or by e-mail at [disabilityaccess@marincounty.org](mailto:disabilityaccess@marincounty.org).

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## I. BACKGROUND

### A. Department of Health and Human Services Strategic Plan to Achieve Health and Wellness Equity

In 2018, Marin County Health and Human Services (HHS) launched a strategic plan to achieve health and wellness equity in Marin. While income, education, and other socioeconomic and cultural factors play key roles in shaping outcomes in our communities, the direct effects of racism – whether covert or overt, intentional or unintentional, systemic or individual – must be acknowledged and addressed to achieve equity. Research demonstrates independent associations of racial discrimination on driving inequities, including downward mobility.

Central to our efforts on leading with race to achieve equity is treating clients respectfully and with cultural humility. HHS commits to systematically expanding this work throughout the Department and to supporting contracted service providers to do the same. By deepening our understanding of how individuals experience accessing and receiving services, and understanding how services result in outcomes by race and ethnicity, HHS and contracted service providers can identify opportunities to improve service delivery.

HHS recognizes that leading with race to achieve health and wellness equity requires working with our partners in new ways. These collaborations will amplify efforts on leading with race to advance health and wellness equity by aligning and coordinating work, accomplishing more than HHS or any other single organization could do alone.

To achieve these goals, we must work differently across sectors. New and non-traditional partnerships can help remove barriers to opportunity and direct resources toward evidence-based efforts that address historic inequities.

This RFP seeks bids that demonstrate efforts to promote racial equity and inclusion in providing the proposed services. To learn more about the HHS Strategic Plan to Achieve Health and Wellness Equity, visit:

[MarinHHS.org/Equity-Plan](https://MarinHHS.org/Equity-Plan)

### B. Funding Source

Marin County has qualified for a third round of federal Coronavirus Aid, Relief, and Economic Security (CARES) Act funding through the U.S. Department of Health and Human Services (HHS). This CARES funding sits in the Center for Disease Control and Prevention (CDC) for Epidemiology and Laboratory Capacity for Prevention and Control of Emerging Infectious Diseases (ELC), which funds infection prevention and control activities during the fiscal years 2021-2022 and 2022-2023.

This funding supports strengthening Marin County's public health functions in response to public health threats and emergencies and includes \$990,000 of funding for community partnerships to expand on this work. Marin expects to fund between \$150,000 to \$300,000 per agency for this activity for a period of two years, dependent on the zone. This award may be extended for additional years pending the availability of federal funding.

### C. Instructions

Only one proposal may be submitted from a single bidder. Collaborative proposals that show a strong inter-agency partnership to develop a robust program that does not lead to duplicative or fragmented services are highly desirable.

When preparing a proposal in response to this request, please:

- Carefully read the entire RFP document before you start, and make sure that all procedures and requirements of the RFP are accurately followed and addressed.
- Review answers to questions posted by bidders (Bidders' Conference and/or questions and answers from website), as noticed in this document.
- Carefully review the entire proposal prior to submittal and use the checklist provided in this RFP to make sure everything has been completed as instructed.
- Submit a complete proposal by the required deadline.

## II. PROJECT DESCRIPTION AND EXPECTATIONS

### A. Project Period

The contract award will be made on a competitive bid basis. The anticipated contract period is 23 months from August 1, 2021 to June 30, 2023.

### B. Available Funding

Funding is based on the population size of each zone with organizations based in San Rafael and Novato eligible for up to \$300,000, and organizations in West Marin and Southern Marin eligible for up to \$150,000. The funding is available each year for a two-year funding cycle. Joint applications will be considered as long as there is a lead agency that is the sole grantee. The funds may be awarded to one or more organizations at the discretion of the funder.

The County reserves the right to: increase or decrease the contract amount, fund the proposed service in whole or in part, and terminate or extend the program/contract based on funding availability.

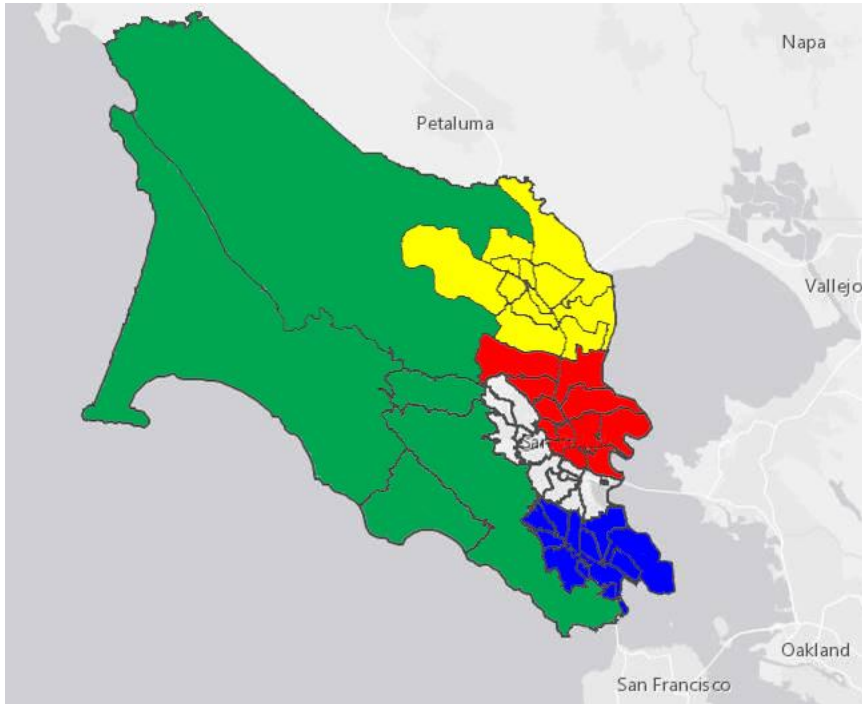
### C. Priority Population

The priority population for this funding is Marin County residents within each of the respective geographic zones: San Rafael, Novato, West Marin, and Southern Marin. While Central Marin is not prioritized for this funding opportunity, this work will build the capacity to include residents of Central Marin in case of a public health threat.

<b>Zones</b>	<b>Cities/towns/community service districts</b>
San Rafael	San Rafael, Las Gallinas, Lucas Valley, Marinwood, Santa Venetia, Terra Linda
Novato	Novato, Bel Marin Keys, Black Point, Green Point, Hamilton
West Marin	Bolinas, Dillon Beach, Inverness, Lagunitas, Nicasio, Olema, Marshall, Point Reyes Station, San Geronimo, Stinson Beach, Tomales, Woodacre

Southern Marin	Belvedere, Marin City, Mill Valley, Sausalito, Strawberry, Tamalpais, Tiburon
Central Marin	Corte Madera, Fairfax, Greenbrae, Kentfield, Larkspur, Ross, San Anselmo

County zone map: San Rafael (red), Novato (yellow), West Marin (green), Southern Marin (blue).



The priority populations may differ across each zone depending on the public health threat. However, an equity-based approach will be taken whereby the focus of the coordination is on residents of the zones who are most vulnerable to community-wide public health disasters, and who would benefit the greatest from the provision and coordination of services and resources.

#### D. Project Description

This project will involve building a public health infrastructure to respond to and recover from countywide public health threats and emergencies by adopting strategies that improve coordination across Marin County. Threats that affect public health include, but are not limited to pandemics, wildfire, smoke, public safety power shutoffs, and infectious diseases (e.g. Hepatitis C, tuberculosis, influenza, coronavirus, etc.).

This funding seeks to expand and build upon the zone-based model that was used in Marin County in response to the COVID-19 pandemic. In this model, each zone is comprised of various community stakeholders including, but not limited to, non-profit organizations, schools, community health clinics, the business community, faith-based organizations, and city and county representatives. Each zone will also work with the Marin County Voluntary Organizations Active in Disaster (VOAD) to optimize coordination, cooperation, collaboration, and communication. Together, these stakeholders will leverage their organizational strengths to collaborate on building the capacity of the partnership to prepare and respond to public health threats and emergencies.

Each of the zones will have a lead agency that is responsible for the day-to-day coordination in partnership with a Marin County Health & Human Services liaison. The role of the lead agency is to ensure that the zones are prepared to respond to public health threats that may arise throughout the County. The lead agency will be responsible for the following:

- Recruit and build roster of community partners to collaborate within the zone.
- Oversee the development of MOUs and subcontracts with community partners, including coordinated, HIPAA-compliant release of client information for rapid communication across organizations.
- Coordinate zone activities with community partners and Marin County VOAD.
- Convene and record agendas and minutes for zone meetings of community partners.
- Maintain documentation of planning, operational activities, and collateral from activities in a shared and centralized database (e.g. Google Drive).
- Develop a communications pathway plan to ensure rapid and coordinated information sharing.
- Share and disseminate information and key messages to community partners.
- Work with the County to plan, develop, and implement trainings, communication strategies, and other public health and preparedness efforts.
- Engage with other zone leads to ensure coordinated response and activities, and to share best practices.
- Provide connections, where applicable, to primary care providers, financial assistance, transportation, non-congregate/congregate shelter, daily meals/food assistance and other essential needs.
- Participate in assessment, monitoring, and evaluation activities.

In addition to the main functions listed above, the lead agency will implement strategies that support the CDC’s 6 public health emergency preparedness domains and the County’s 8 core community response areas.

<b>Public Health Emergency Preparedness</b>	<b>Core Community Response Areas</b>	<b>Example Activities</b>
Community resilience: Preparing for and recovering from emergencies	Preparedness: Developing plan for public health threat and emergency	<ul style="list-style-type: none"> <li>• Develop a roster of organizations and agencies with key constituents</li> <li>• Establish organizational roles across public health threats and emergencies</li> <li>• Map out available resources</li> <li>• Maintain regular meetings for updates and actions items</li> <li>• Enroll community members in health and social services to ramp up resource uptake</li> </ul>
	Assessment: Determining needs and strengths of the community to address response and recovery	<ul style="list-style-type: none"> <li>• Assess capacity of community organizations in response and recovery efforts</li> <li>• Conduct community needs assessment for facilitators and barriers to service access and utilization</li> <li>• Conduct community strengths assessment to determine available and needed resources</li> </ul>
Incident management: Coordinating an effective response	Coordination: Implementing the plan across agencies and partners	<ul style="list-style-type: none"> <li>• In collaboration with County Public Information staff, develop culturally and linguistically appropriate messaging and communications strategies</li> </ul>

Information management: Making sure people have information to take action	Education and outreach: Preparing the public for response and recovery	<ul style="list-style-type: none"> <li>• Establish outreach strategy</li> <li>• In collaboration with County Public Information staff, develop health education materials</li> <li>• Conduct trainings, workshops, and town halls to improve education and awareness</li> <li>• Deploy community health workers in health education sessions</li> </ul>
	Communication: Sharing information to spur action	<ul style="list-style-type: none"> <li>• Develop communication pathway plan for coordinated information sharing</li> <li>• Disseminate key messages through social media and other media channels</li> </ul>
Countermeasures and mitigation: Getting medicines and supplies where they are needed	Testing and vaccination: Mobilizing biomedical interventions (e.g. point of distribution (PODs))	<ul style="list-style-type: none"> <li>• Assist in testing and/or vaccination events</li> <li>• Distribute safety and personal protective equipment</li> </ul>
	Care navigation: Deploying resources during response and recovery	<ul style="list-style-type: none"> <li>• Assist in linkage and referral to services and resources</li> <li>• Support and provide enrollment into health and social service resources</li> <li>• Coordinate necessary resources (e.g. food, shelter)</li> </ul>
Surge management: Expanding medical services to handle large events		<u>Not applicable to community response</u>
Biosurveillance: Investigating and identifying health threats	Infection prevention and control: Identifying and mitigating disease infection and spread	<ul style="list-style-type: none"> <li>• Engage in data and strategy meetings to understand epidemiologic trends</li> <li>• Use data to inform messaging and recommendations for testing, vaccination, prevention messages, and isolation and quarantine resources in vulnerable communities</li> <li>• Deploy community health workers to respond to outbreaks and health threats</li> </ul>

**E. Intended Outcomes, Goals, or Objectives:**

The goal of this funding is to build a public health infrastructure in partnership with community to support response, recovery, and resiliency when faced with public health threats arising from natural disasters; infectious diseases; and biological, chemical, nuclear, and radiological events. Threats that affect public health include, but are not limited to pandemics, wildfire, smoke, public safety power shutoffs, and infectious diseases (e.g. Hepatitis C, tuberculosis, influenza, coronavirus, etc.).

The intended outcomes of the community response teams are:

- Increased the capacity of community stakeholders to engage in a public health preparedness response.

- Increased public awareness and knowledge of public health threats.
- Decreased exposure to public health threats.
- Increased infection prevention and control within community settings.
- Increased participation in care and service utilization.
- Increased critical communications throughout the communities.
- Increased racial equity in program utilization, outcomes, and satisfaction.

The grantees will be asked to measure and analyze these outcomes using standardized instruments (exact tools subject to change with discussion with selected grantee) and including a race/ethnicity question in order to be able to disaggregate the responses by race of respondent to make any race-related disparities in outcomes and satisfaction visible. The grantee will be asked to report the outcomes to HHS in this disaggregated fashion and provide a work plan in their Annual Report to address any disparities uncovered.

#### F. Reporting and Performance Requirements

The applicant grantee awarded a contract under this bid process will be required to adhere to the reporting requirements set forth by HHS as well as to provide any additional data needed to satisfy other County, state, or federal reporting requirements.

### III. REQUIREMENTS AND EXPECTATIONS FOR GRANTEES

If you are an organization that does not meet these requirements independently, consider partnering with an organization that does.

#### A. Summary of Contract Terms, Conditions and Requirements

The contractor shall be required to comply with the Americans With Disabilities Act of 1990, Sections 504 and 508 of the Rehabilitation Act of 1973 as amended, and all other applicable Federal and State accessibility laws and regulations; this Request for Application RFP-HHS-2021-15; and the terms and conditions required by the original funding source for the programs and services described by this RFP and the terms and conditions of the County of Marin's Professional Services Contract. The County's Professional Services Contract contains specific provisions, including but not limited to nondiscrimination in hiring and in the provision of services, program evaluation, record keeping, payments, limitations and obligations, conflict of interest, indemnification and insurance, assignment, and HIPAA. By submitting an Application, the applicant agrees to be bound by all terms and conditions of the County's Standard Professional Services Contract.



## B. Insurance

The County requires that contractors carry \$1,000,000 in liability insurance (\$2,000,000 aggregate). The County must be named as an additional insured, and specific language must be included on the signed endorsement to the policy. The required insurance coverage requirements include automobile insurance and is described in the County of Marin's Standard Professional Services Contract, attached hereto as Attachment C. Prior to submitting an application it is strongly suggested that applying entities be certain of the ability to secure this insurance and the additional insured endorsement if they are awarded the contract.

Insurance can be waived in some instances by submitting Exhibit C – attached to a Professional Services Contract. Some valid reasons for waiving insurance include:

- No employees/ sole contractor – Workers Comp can be waived
- Not driving on county business or on county property – Auto Insurance can be waived
- Not a certified/ licensed “professional” – certain professional liability is can be waived

## C. Administrative and Legal Requirements

1. Contractors will be paid on a monthly basis, following the submission of an invoice for services performed to County's satisfaction. Specific instructions will be provided to the contractor upon award of a contract. Services will be reimbursed for contracted services provided on the monthly invoices, not to exceed the total contract amount. It is the responsibility of the contractor to track expenditures and any services provided by contractor and/or subcontractors. Expenses that exceed the allocation will not be reimbursed.
2. This RFP and any resulting agreement, contract, and purchase order shall be governed by all applicable federal, state and local laws, codes, ordinances and regulations, including but not limited to, those promulgated by CAL-OSHA, FED-OSHA, EPA, EEOC, DFEH, the California State Department of Health Services, and the County of Marin. All matters and subsequent contract shall be governed by, and in accordance with, the substantive and procedural laws of the State of California. The applicant agrees that all disputes arising out of or in connection with the Professional Services Contract and the procurement process shall be construed in accordance with the laws of the State of California and that the venue shall be in Marin County, California.
3. Nuclear Free Zone: The County is a nuclear free zone, in which work on nuclear weapons or the storage or transportations of weapons-related components and nuclear material is prohibited or appropriately restricted. The County is prohibited or restricted from contracting for services or products with, or investing County funds in, any nuclear weapons contractor.
4. Non-Appropriations: The County's performance arising from this RFP process is contingent upon the availability of funds. Should funds not be appropriated or otherwise made available to the County, any contract entered into pursuant to this RFP will be terminated with respect to any payments for which such funds are not available.
5. Applicant must be legally authorized to conduct business in the State of California and have established administrative and program resources to provide services in Marin County. The applicant must also have appropriate federal, state and local permits or certifications necessary to perform the services that are the subject of this RFP.
6. Prior to executing a contract, the applicant (and any subcontractors/partners) must be able to provide the following written policies and procedures that comply with and are otherwise acceptable to the federal, state

and local statutes, laws, regulations, and ordinances:

- a. Conflict of interest policy for staff and governing boards, if applicable.
  - b. Grievance procedure for customers and clients.
  - c. Does not discriminate against nor deny employment or services to any person on the grounds of race, color, religion, sex, national origin, age, disability, citizenship, political affiliation or belief.
  - d. Complies with the 1990 ADA, the Americans with Disabilities Act, Sections 504 and 508 of the Rehabilitation Act of 1973 as amended, and all other applicable Federal and State accessibility laws and regulations.
7. Applicants must have proven fiscal capacity including capacity for fund accounting.
8. Applicants must have access to non-County funds sufficient to cover any disallowed costs that may be identified through the audit process.
9. Applicants must agree that state, federal, and local monitors or auditors may review provider facilities and relevant financial and performance records to ensure compliance with funding requirements.
10. Applicants must be eligible to receive Federal funds.
11. Contractors must comply with all reporting requirements set forth by the Marin Department of Health and Human Services and the State Department of Health Care Services.
12. Applicants must have the demonstrated ability to collect outcome data, which measure performance to plan.
13. If applicable, Contractor shall maintain medical records required by the California Code of Regulations. Notwithstanding the foregoing, Contractor shall maintain beneficiary medical and/or clinical records for a period of ten (10) years, except that the records of persons under age eighteen (18) at the time of treatment shall be maintained: a) until one (1) year beyond the person's eighteenth (18th) birthday or b) for a period of ten (10) years beyond the date of discharge, whichever is later.
14. Contractor agrees to administer/utilize any and all survey instruments as directed by the County Department of Health and Human Services, including outcomes and satisfaction measurements if applicable. Contractors must also comply with all reporting requirements set forth by the Department of Health and Human Services and the State Department of Health Care Services, including, but not limited to, completion of cost reports, annual provider self-audits and site visits.
15. Cultural Competency: It is recommended that all program staff shall receive at least four hours of in-service training per year on some aspect of providing culturally and linguistically appropriate services. At least once per year and upon request, Contractor shall provide County with a schedule of in-service training(s) and a list of participants at each such training. Programs should implement National Culturally and Linguistically Appropriate Services (CLAS) Standards.

Applicants who do not meet these minimum requirements may be deemed non-responsive and may not receive further consideration. Any application that is rejected as non-responsive will not be evaluated and no score will be assigned.

## IV. Tentative Time Schedule

All applicants are hereby advised of the following schedule and will be expected to adhere to the applicant- related deadlines below:

RFP Advertised	May 21, 2021
RFP Released to Prospective Applicants	June 18, 2021
Question/Answer Period Opens	June 18, 2021
Bidder's Conference	June 25, 2021 at 11:00AM
Question/Answer Period Closes	June 28, 2021
RFP Due	July 9, 2021 at 5:00PM
Application Review and Selection Process	July 12, 2021 - July 16, 2021
Notification of Intent to Award	July 19, 2021
Protest Period	July 23, 2021 at 5:00PM
Board of Supervisors contract approval*	TBD
Contract Start Date**	August 1, 2021

\*Date subject to Board of Supervisors schedule and County budget and contract processes.

\*\*Contract start date is contingent upon the approval of the Board of Supervisors.

## V. APPLICATION INSTRUCTIONS

In responding to the RFP (the submission is hereinafter referred to as "Application", use the outline as it appears below and label your responses accordingly. If the total number of pages exceeds the parameters stated below, the additional pages will be discarded and will not be reviewed by the Application Review Committee. A non-response will result in disqualification of the Application. Ensure that all applicable fields are completed and that the cover page is signed.

### A. Cover Page (1 Page Limit – Use Template Provided in Attachment A)

Complete and sign the attached Cover Page (Attachment A) to the County of Marin. Include (1) Legal Name of Individual or Organization Submitting Application, (2) Address, (3) Telephone Number and E-mail, (4) Contact Person, (5) Contact Person's E-mail Address, (6) Type of Organization, if applicable, (7) Date of Submission, (8) Federal Tax ID, and (9) Funding requested.

### B. Applicant Capability (Limit 9 pages per Program Proposal)

#### 1. Introduction and Executive Summary (No more than one page)

Submit a letter of introduction and executive summary of the proposal. If this is a collaboration with subcontractors, the subcontractors must be identified by name, and their role must be described in the summary.

#### 2. Project Approach (4 – 4.5 pages)

Provide the following information in your proposal (It is understood that for some applicants, not all sections of "a" thru "i" will apply. Please note this on those sections, and discuss how the grantee will address this):

- a. Describe agency background and experience with public health preparedness, response, and recovery work in the last 2-3 years.
  - b. Describe approach to and experience working collaboratively with other agencies (e.g. non-profits, health care agencies, school districts, faith-based organizations, etc.), including coordination of work, division of labor, and decision-making processes.
  - c. Describe population(s) proposed to be served including vulnerable populations.
  - d. Describe the applicant's capacity to implement strategies across each of the 8 core community response areas.
  - e. Provide specific examples of proposed activities including methods, approaches, deliverables, and projected timeline for all proposed activities.
  - f. Describe how the applicant engages clients and conducts outreach, and why these methods are effective with the priority population.
  - g. Describe the applicant's communication infrastructure and how it communicates with key stakeholders.
  - h. Describe the proposed model for community members to offer input regarding services and feedback regarding quality of services.
  - i. Include other information you would like to share about your proposed approach.
3. Staffing (No more than one page)
- a. Describe how the agency is staffed (number of staff, volunteers, outreach workers) and how staff will be utilized to provide the services identified in your proposal.
  - b. If additional staff is to be hired with the use of funds, please provide a plan for recruitment with timelines for hiring staff not yet selected.
4. Qualifications (No more than one page)
- a. Provide information detailing the applicant's experience in conducting the same or similar work as described in this RFP.
  - b. Describe any unique qualifications of the applicant to coordinate the community response and recovery, and the work specified in the RFP.
5. Sustainability (No more than half a page)
- a. Describe any plans for sustainability of the work after the grant period ends.
  - b. Describe any plans for staff hired through this funding after the grant period ends.
6. Equity (No more than one page)
- a. What is the applicant's experience with and current capacity to provide services through an equity and inclusion perspective that meets the diverse linguistic, ethnic, cultural, gender and other needs of your community?
  - b. Describe the applicant's experience reaching and serving persons of color (non-White individuals) in Marin County. Explain how outreach was conducted and how specific services were provided. Include the organization's experience working or partnering with community partners that serve communities of color.
  - c. Has the applicant analyzed outcomes for any of its programs by race, ethnicity, or language? What has been learned from doing so and how has that informed any changes within the agency? If this has not been done, would the applicant be able to do so in the future? If yes, explain how.

### C. Budget (No page limit)

1. Provide a list of any other funding sources tied to this project.
2. Provide a detailed project budget for the project period August 1, 2021-June 30, 2023, including any one-time expenses, not to exceed the total amount allowable per section II(B) using the template in Attachment B.
3. Budget Narrative: Respondents must provide a budget narrative that clearly explains the basis for each expense listed on the budget forms. The budget narrative should describe the source of leveraged funds and the amount that will be available to support the proposed project.
4. Describe the agency's experience with payments to third parties and/or how the agency intends to process third party payments to vendors.
5. Describe how the agency will keep separate account records to distinguish between the Marin Community Response Teams grant and other similar or related activities provided by the agency funded through other sources.

### D. Letter of Support (No page limit)

Provide at least one letter of support from an organization within the respective zone of the applicant. There is no limit on the number of letters that may be provided, but the applicant is encouraged to request letters from different types of organizations that would be engaged in the response and recovery work within the zone.

## VI. APPLICATION SUBMISSION REQUIERMENTS

### A. General Policies

1. The County assumes no obligation for any of the costs associated with responding to this RFP including, but not limited to, development, preparation, and submission of applications.
2. This RFP is in no way an agreement, obligation, or contract between County and any applicant.
3. The applications will become the property of the County upon submission and may be subject to the terms of the California Public Records Act ("PRA"), as required by law.
4. By submitting an application, applicants acknowledge and agree as follows: that the County is a public agency subject to the disclosure requirements of the PRA; that applicants must clearly identify all proprietary information that is contained in the application submitted to the County, if applicant claims that such information falls within one or more PRA exemptions; that applicants must mark said proprietary information as "CONFIDENTIAL AND PROPRIETARY" and must identify the specific lines containing the information; that the County will make reasonable efforts to provide notice to the applicants prior to such disclosure in the event of a PRA request; that applicants are required to obtain a protective order, injunctive relief, or other appropriate remedy from the Marin County Superior Court, before the County's deadline for responding to the PRA request; that if an applicant fails to obtain such remedy within County's deadline for responding to the PRA request, County may disclose the requested information without penalty or liability; and that applicants shall defend, indemnify, and hold County harmless against any claims, action, or litigation, including but not limited to all judgments, costs, fees, and attorney fees that may result from denial by County of a PRA request for information arising from any representation or any action (or inaction), by the applicants.

5. After submission of the application and closing of the application period, no information other than what is outlined in this RFP will be released, until an award becomes final.
6. The County reserves the right to make an award without further discussion of the applications received. Therefore, it is important that the application be submitted initially on the most favorable terms from both a technical and cost standpoint.
7. While it is the intention to award the contract to one applicant, the County reserves the right to split the award in any manner deemed most advantageous to the County. The County also reserves the right to increase or decrease the award amount.
8. The County reserves the sole right to interpret, change or terminate any provision of the RFP at any time prior to the submission date. Any such interpretation or change shall be in the form of a written addendum and shall become part of the RFP. The County also reserves the right to accept and reject any or all of the RFP, cancel the RFP in whole or in part, or terminate the process and elect to operate by other means.
9. An applicant may not be recommended for funding, regardless of the merits of the application submitted, if it has a history of contract non-compliance with the requirements of HHS or other funding source or poor past or current contract performance with any HHS or other funding source. The applicant may be given a provisions award with the stipulation that special terms and conditions regarding the areas of concern will be a part of the contract.
10. An application may be **immediately** rejected and disqualified for any of the following reasons:
  - a. The application is not received at the time and place specified in the RFP;
  - b. The application does not adhere to the required material elements of format and guidelines or substantive requirements set forth in this RFP;
  - c. Evidence indicates that the applicant, applicant's staff or consultants have in any way attempted to influence the confidential nature of the review through contact with Marin County staff or members of the selection review committee.

## B. Submission Deadline and Format

Please email a PDF version of your application including all attachments **no later than 5:00PM PST on July 9, 2021**. No verbal applications will be considered.

The proposal should not exceed 12 pages (excluding letters of support and budget). Please do not attach supplemental materials, brochures, annual reports (these will be counted towards the 12 pages if attached).

HHS Communicable Disease Prevention & Control  
Attention: Cicily Emerson  
E-mail: [cemerson@marincounty.org](mailto:cemerson@marincounty.org)

1. Proposals must be received by the date and time recited above. It is up to the applicant to ensure that the application was received by the date and time recited above. Proposals, modifications, or corrections received after the deadline specified will not be considered, except if such modifications or corrections were at the County's request.
2. Only Applications submitted in the format described within this RFP will be considered. Applications must be submitted via emailed PDF on standard 8-1/2" x 11", typed, single-spaced, in no less than 12-point typeface, with 1" margins and pages numbered consecutively. Must be in accessible format.

3. An Application may be rejected if incomplete, if it contains any alterations of form, or if it contains other irregularities of sufficient magnitude or quantity to warrant a finding of being substantially non-compliant.
4. The County may in its discretion accept or reject in whole or in part any or all Applications, may cancel, amend or reissue the RFP at any time prior to contract approval and may waive any immaterial defect in an Application. The County's waiver of an immaterial defect shall in no way modify the Application requirements or excuse the applicant grantee from full compliance with the objective if awarded the contract.

### C. Contact between Applicant and County

- (1) **County staff contact:** During the period from issuance of this RFP and the award of the contract to a successful applicant, contact regarding the specific subject of this RFP between potential or actual applicant and County staff is restricted under the terms of this section. Except as otherwise expressly authorized in this RFP, neither applicant nor County staff shall discuss, question or answer questions, or provide or solicit information, opinion, interpretation, or advocate or lobby regarding this RFP. A documented instance of such contact by an actual or potential applicant shall be grounds for disqualification from the process. County staff shall be defined as any County employees, agents or contractors involved in or connected with this RFP process.
- (2) **Questions regarding the RFP:** To maintain a fair and impartial process, all questions regarding this RFP must be submitted in writing via the County's website and contain a contact name and address. All questions and responses will be available on the County's website on or before June 28, 2021. No telephone consultation will be provided. **Questions must be submitted via the County website** at <https://www.marinhhs.org/rfp>
- (3) **Pre-Proposal Bidder's Conference:** There will be a non-mandatory pre-proposal bidder's conference at the date and time listed below. Attendance is optional and not a pre-requisite for submission of a proposal. All questions asked and answers given will be posted via the County website at <https://www.marinhhs.org/rfp>

Date: Friday, June 25, 2021

Time: 11:00AM PST

Location: Zoom virtual meeting

Link: <https://us02web.zoom.us/j/85481489263>

Phone: +1 669 900 9128, Meeting ID: 854 8148 9263#

## VII. APPLICATION REVIEW AND SELECTION PROCESS

### A. Application Review and Selection

HHS staff will conduct an initial technical review to ensure that the format requirements outlined in this RFP have been fulfilled. If any of the material format or substantive requirements is missing or incorrect, the application may be disqualified.

All applications that pass the initial technical review will be submitted to an Application review committee that shall evaluate and rank the applications. The committee will be comprised of parties knowledgeable about the services

sought by this RFP from diverse backgrounds, **including persons with lived experience from the priority population of this RFP**, representatives from other county departments, representatives from local advisory boards or community based organizations, and/or any other individuals that HHS deems capable and appropriate for the selection of potential providers. The committee shall not include any potential contractors, and no committee member may apply or assist others in applying for this contract.

The purpose of the evaluation is to determine which applicants demonstrate the skills, expertise and experience to successfully perform the tasks specified in the RFP. Each committee member will read and score each application using a standardized scoring instrument. The scoring instrument will reflect the requirements of the RFP. A copy of the scoring instrument that will be used can be found in Attachment D. The County reserves the right to seek clarifying or additional information from applicants, potentially including site visits or agency interviews.

The committee will make an award recommendation to the Director of Health and Human Services, or designee, who will make the final recommendation to the Marin County Board of Supervisors or County Administrator.

Prior to making an award, the County may choose to conduct interviews with applicants. The purpose of the interviews would be to ask follow-up questions that may arise from the review committee and collect any additional information not gleaned from the Applications. The County may also request additional information necessary to determine the applicant's financial stability, ability to perform on schedule or willingness to incorporate additional features in the application, and any other relevant information necessary to make the award.

Once a decision is made, a Notice of Intent to Award will be emailed to all applicants evaluated by the committee.

## B. Protest Procedure

Within four calendar days of the issuance of a notice of intent to award the contract, any Applicant that has submitted a proposal may submit a written notice of protest. The notice of protest must include a written statement specifying in detail each and every ground asserted for the protest. The protest must be signed by an individual authorized to represent the Applicant, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the Applicant must specify facts and evidence sufficient for the County to determine the validity of the protest.

Delivery of Protest:

All protests must be submitted in writing and received by 5:00PM PST on Friday, July 23, 2021 by email to:

HHS Communicable Disease Prevention & Control  
Attention: Cicily Emerson  
E-mail: [cemerson@marincounty.org](mailto:cemerson@marincounty.org)

The protest will be forwarded, through the appropriate administrative channels, to the Director of the Marin County Department of Health and Human Services, or designee. The Department Director or designee may review the original RFP Application(s), the public notice, the Request for Application document, and the scoring instruments of the Application review committee, and any other document deemed appropriate. The Department Director or designee will provide a written response to the protest, including any action that will be taken, if applicable. The decision of the Department Director or designee shall be final.



### C. Post Award

Once the Notice of Intent to Award has been issued, the provider selected will be contacted to execute the County's Standard Professional Services Contract. At that time, the selected provider and the County may discuss adjustments to the budget and the scope of work. **No other provisions of the County's Standard Professional Services Contract will be negotiated.** Refer to Attachment D for a copy of the County's Standard Professional Services Contract.

The applicant grantee awarded a contract under this bid process will be required to adhere to the reporting requirements set forth by HHS, as well as to provide any additional data needed to satisfy other County, state, or federal reporting requirements.

For the duration of the contract period, contract renewals are contingent upon the demonstration of progress in achieving measurable results to the County's satisfaction and compliance with all contract requirements, as well as the continued availability of contract project funding.

Award of a contract under this process does not preclude the County from conducting another RFP process for these services at a future date.

## VIII. ATTACHMENT A

### MARIN COUNTY DEPARTMENT OF HEALTH AND HUMAN SERVICES Marin Community Response Teams: RFP-HHS-2021-15

**Date:**

<p><b>Legal Applicant</b> Name: Address: City, State, Zip Code: Telephone: Fax: Email: <i>Federal Tax ID No.:</i></p> <p>Contact Person: Contact Title: Contact Telephone: Contact Email:</p>
---

<p><b><u>Certifications</u></b></p> <p>The applicant certifies to the best of his/her knowledge and belief that the data in this application is true and correct and that filing of the application has been duly authorized by the governing body of the applicant and that applicant will comply with the assurances required of applicant if the application is approved and a contract is awarded. The applicant also attests the costs of the proposed project can be carried by the applicant for at least 90 days at any point during the term of the contract.</p> <p>Signature: _____ Date: _____ Name: Title:</p>
---

***For County Use Only***

<b>Date Received:</b>	<b>Time Received:</b>
<b>Marin County HHS Staff Signature Acknowledging Receipt of Application:</b>	

**IX. ATTACHMENT B**

**Budget Summary  
August 1, 2021 – June 30, 2023**

**PERSONNEL**

<u>Classification</u>	<u>Monthly Salary</u>	<u>Percent of Time</u>	<u>Months</u>	<u>Budget</u>
Position Title/Classification	\$0	0.00	12	\$0
<b>Total Personnel</b>				<b>\$0</b>
Fringe Benefits	0%			\$0
<b>Total Personnel &amp; Benefits</b>				<b>\$0</b>

**OPERATING EXPENSES**

General Office Expense				\$0
[Insert Line Item Name]				\$0
<b>Total Operating Expenses</b>				<b>\$0</b>
<b>EQUIPMENT</b> (If >\$50K, please itemize)				<b>\$0</b>
<b>TRAVEL</b>				<b>\$0</b>
<b>OTHER COSTS</b>				<b>\$0</b>
<b>INDIRECT COSTS (XX% OF PERSONNEL AND BENEFITS)</b>				<b>\$0</b>
<b>BUDGET GRAND TOTAL</b>				<b>\$</b>

## X. ATTACHMENT C

CAO Contract Log # \_\_\_\_\_

### COUNTY OF MARIN PROFESSIONAL SERVICES CONTRACT 2015 - Edition 1

**THIS CONTRACT** is made and entered into this \_\_\_ day of \_\_\_, 20\_\_\_, by and between the COUNTY OF MARIN, hereinafter referred to as "County" and \_\_\_\_\_, hereinafter referred to as "Contractor."

#### **RECITALS:**

**WHEREAS**, County desires to retain a person or firm to provide the following service: \_\_\_\_\_; and

**WHEREAS**, Contractor warrants that it is qualified and competent to render the aforesaid services;

**NOW, THEREFORE**, for and in consideration of the Contract made, and the payments to be made by County, the parties agree to the following:

#### **1. SCOPE OF SERVICES:**

Contractor agrees to provide all of the services described in **Exhibit A** attached hereto and by this reference made a part hereof.

#### **2. FURNISHED SERVICES:**

The County agrees to:

- A. Guarantee access to and make provisions for the Contractor to enter upon public and private lands as required to perform their work.
- B. Make available all pertinent data and records for review.
- C. Provide general bid and Contract forms and special provisions format when needed.

#### **3. FEES AND PAYMENT SCHEDULE:**

The fees and payment schedule for furnishing services under this Contract shall be based on the rate schedule which is attached hereto as **Exhibit B** and by this reference incorporated herein. Said fees shall remain in effect for the entire term of the Contract. Contractor shall provide County with his/her/its Federal Tax I.D. number prior to submitting the first invoice.

#### **4. MAXIMUM COST TO COUNTY:**

In no event will the cost to County for the services to be provided herein exceed the maximum sum of \$\_\_\_\_\_ including direct non-salary expenses. As set forth in section 14 of this Contract, should the funding source for this Contract be reduced, Contractor agrees that this maximum cost to County may be amended by written notice from County to reflect that reduction.

#### **5. TIME OF CONTRACT:**

This Contract shall commence on \_\_\_\_\_, and shall terminate on \_\_\_\_\_. Certificate(s) of Insurance must be current on day Contract commences and if scheduled to lapse prior to termination date, must be automatically updated before final payment may be made to Contractor. The final invoice must be submitted within 30 days of completion of the stated scope of services.

#### **6. INSURANCE:**

Commercial General Liability:

The Contractor shall maintain a commercial general liability insurance policy in the amount of \$1,000,000 (\$2,000,000 aggregate). The County shall be named as an additional insured on the commercial general liability policy.

Commercial Automobile Liability:

Where the services to be provided under this Contract involve or require the use of any type of vehicle by Contractor, Contractor shall provide comprehensive business or commercial automobile liability coverage, including non-owned and hired automobile liability, in the amount of \$1,000,000.00.

Workers' Compensation:

The Contractor acknowledges the State of California requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of the Labor Code. If Contractor has employees, a copy of the certificate evidencing such insurance, a letter of self-insurance, or a copy of the Certificate of Consent to Self-Insure shall be provided to County prior to commencement of work.

Errors and Omissions, Professional Liability or Malpractice Insurance.

Contractor may be required to carry errors and omissions, professional liability or malpractice insurance.

All policies shall remain in force through the life of this Contract and shall be payable on a "per occurrence" basis unless County specifically consents to a "claims made" basis. The insurer shall supply County adequate proof of insurance and/or a certificate of insurance evidencing coverages and limits prior to commencement of work. Should any of the required insurance policies in this Contract be cancelled or non-renewed, it is the Contractor's duty to notify the County immediately upon receipt of the notice of cancellation or non-renewal.

If Contractor does not carry a required insurance coverage and/or does not meet the required limits, the coverage limits and deductibles shall be set forth on a waiver, **Exhibit C**, attached hereto.

Failure to provide and maintain the insurance required by this Contract will constitute a material breach of this Contract. In addition to any other available remedies, County may suspend payment to the Contractor for any services provided during any time that insurance was not in effect and until such time as the Contractor provides adequate evidence that Contractor has obtained the required coverage.

**7. ANTI DISCRIMINATION AND ANTI HARASSMENT:**

Contractor and/or any subcontractor shall not unlawfully discriminate against or harass any individual including, but not limited to, any employee or volunteer of the County of Marin based on race, color, religion, nationality, sex, sexual orientation, age or condition of disability. Contractor and/or any subcontractor understands and agrees that Contractor and/or any subcontractor is bound by and will comply with the anti discrimination and anti harassment mandates of all Federal, State and local statutes, regulations and ordinances including, but not limited to, County of Marin Personnel Management Regulation (PMR) 21.

**8. SUBCONTRACTING:**

The Contractor shall not subcontract nor assign any portion of the work required by this Contract without prior written approval of the County except for any subcontract work identified herein. If Contractor hires a subcontractor under this Contract, Contractor shall require subcontractor to provide and maintain insurance coverage(s) identical to what is required of Contractor under this Contract and shall require subcontractor to name Contractor and County of Marin as an additional insured under this Contract for general liability. It shall be Contractor's responsibility to collect and maintain current evidence of insurance provided by its subcontractors and shall forward to the County evidence of same.

**9. ASSIGNMENT:**

The rights, responsibilities and duties under this Contract are personal to the Contractor and may not be transferred or assigned without the express prior written consent of the County.

**10. LICENSING AND PERMITS:**

The Contractor shall maintain the appropriate licenses throughout the life of this Contract. Contractor shall also obtain any and all permits which might be required by the work to be performed herein.

**11. BOOKS OF RECORD AND AUDIT PROVISION:**

Contractor shall maintain on a current basis complete books and records relating to this Contract. Such records shall include, but not be limited to, documents supporting all bids, all income and all expenditures. The books and records shall be original entry books with a general ledger itemizing all debits and credits for the work on this Contract. In addition, Contractor shall maintain detailed payroll records including all subsistence, travel and field expenses, and canceled checks, receipts and invoices for all items. These documents and records shall be retained for at least five years from the completion of this Contract. Contractor will permit County to audit all books, accounts or records relating to this Contract or all books, accounts or records of any business entities controlled by Contractor who participated in this Contract in any way. Any audit may be conducted on Contractor's premises or, at County's option, Contractor shall provide all books and records within a maximum of fifteen (15) days upon receipt of written notice from County. Contractor shall refund any monies erroneously charged.

**12. WORK PRODUCT/PRE-EXISTING WORK PRODUCT OF CONTRACTOR:**

Any and all work product resulting from this Contract is commissioned by the County of Marin as a work for hire. The County of Marin shall be considered, for all purposes, the author of the work product and shall have all rights of authorship to the work, including, but not limited to, the exclusive right to use, publish, reproduce, copy and make derivative use of, the work product or otherwise grant others limited rights to use the work product.

To the extent Contractor incorporates into the work product any pre-existing work product owned by Contractor, Contractor hereby acknowledges and agrees that ownership of such work product shall be transferred to the County of Marin.

**13. TERMINATION:**

- A. If the Contractor fails to provide in any manner the services required under this Contract or otherwise fails to comply with the terms of this Contract or violates any ordinance, regulation or other law which applies to its performance herein, the County may terminate this Contract by giving five (5) calendar days written notice to the party involved.
- B. The Contractor shall be excused for failure to perform services herein if such services are prevented by acts of God, strikes, labor disputes or other forces over which the Contractor has no control.
- C. Either party hereto may terminate this Contract for any reason by giving thirty (30) calendar days written notice to the other parties. Notice of termination shall be by written notice to the other parties and be sent by registered mail.
- D. In the event of termination not the fault of the Contractor, the Contractor shall be paid for services performed to the date of termination in accordance with the terms of this Contract so long as proof of required insurance is provided for the periods covered in the Contract or Amendment(s).

**14. APPROPRIATIONS:**

The County's performance and obligation to pay under this Contract is contingent upon an annual appropriation by the Marin County Board of Supervisors, the State of California or other third party. Should the funds not be appropriated County may terminate this Contract with respect to those payments for which such funds are not appropriated. County will give Contractor thirty (30) days' written notice of such termination. All obligations of County to make payments after the termination date will cease.

Where the funding source for this Contract is contingent upon an annual appropriation or grant from the Marin County Board of Supervisors, the State of California or other third party, County's performance and obligation to pay under this

Contract is limited by the availability of those funds. Should the funding source for this Contract be eliminated or reduced, upon written notice to Contractor, County may reduce the Maximum Cost to County identified in section 4 to reflect that elimination or reduction.

**15. RELATIONSHIP BETWEEN THE PARTIES:**

It is expressly understood that in the performance of the services herein, the Contractor, and the agents and employees thereof, shall act in an independent capacity and as an independent Contractor and not as officers, employees or agents of the County. Contractor shall be solely responsible to pay all required taxes, including but not limited to, all withholding social security, and workers' compensation.

**16. AMENDMENT:**

This Contract may be amended or modified only by written Contract of all parties.

**17. ASSIGNMENT OF PERSONNEL:**

The Contractor shall not substitute any personnel for those specifically named in its proposal unless personnel with substantially equal or better qualifications and experience are provided, acceptable to County, as is evidenced in writing.

**18. JURISDICTION AND VENUE:**

This Contract shall be construed in accordance with the laws of the State of California and the parties hereto agree that venue shall be in Marin County, California.

**19. INDEMNIFICATION:**

Contractor agrees to indemnify, defend, and hold County, its employees, officers, and agents, harmless from any and all liabilities including, but not limited to, litigation costs and attorney's fees arising from any and all claims and losses to anyone who may be injured or damaged by reason of Contractor's negligence, recklessness or willful misconduct in the performance of this Contract.

**20. COMPLIANCE WITH APPLICABLE LAWS:**

The Contractor shall comply with any and all Federal, State and local laws and resolutions: including, but not limited to the County of Marin Nuclear Free Zone, Living Wage Ordinance, and Board of Supervisors Resolution #2005-97 prohibiting the off-shoring of professional services involving employee/retiree medical and financial data affecting services covered by this Contract. Copies of any of the above-referenced local laws and resolutions may be secured from the Contract Manager referenced in section 21. In addition, the following NOTICES may apply:

- 1. Pursuant to California Franchise Tax Board regulations, County will automatically withhold 7% from all payments made to vendors who are non-residents of California.**
- 2. Contractor agrees to meet all applicable program access and physical accessibility requirements under State and Federal laws as may apply to services, programs or activities for the benefit of the public.**
- 3. For Contracts involving any State or Federal grant funds, Exhibit D must be attached. Exhibit D shall consist of the printout results obtained by search of the System for Award Management at [www.sam.gov](http://www.sam.gov).**

**Exhibit D - Debarment Certification**

**By signing and submitting this Contract, the Contractor is agreeing to abide by the debarment requirements as set out below.**

- The certification in this clause is a material representation of fact relied upon by County.

- The Contractor shall provide immediate written notice to County if at any time the Contractor learns that its certification was erroneous or has become erroneous by reason of changed circumstances.
- Contractor certifies that none of its principals, affiliates, agents, representatives or contractors are excluded, disqualified or ineligible for the award of contracts by any Federal agency and Contractor further certifies to the best of its knowledge and belief, that it and its principals:
- Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal Department or Agency;
- Have not been convicted within the preceding three-years of any of the offenses listed in 2 CFR 180.800(a) or had a civil judgment rendered against it for one of those offenses within that time period;
- Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or Local) with commission of any of the offenses listed in 2 CFR 180.800(a);
- Have not had one or more public transactions (Federal, State, or Local) terminated within the preceding three-years for cause or default.
- The Contractor agrees by signing this Contract that it will not knowingly enter into any subcontract or covered transaction with a person who is proposed for debarment, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction.
- Any subcontractor will provide a debarment certification that includes the debarment clause as noted in preceding bullets above, without modification.

**21. NOTICES:**

This Contract shall be managed and administered on County's behalf by the Department Contract Manager named below. All invoices shall be submitted and approved by this Department and all notices shall be given to County at the following location:

	Cicily Emerson
Contract Manager:	Public Health Program Manager
	3240 Kerner Blvd
Dept./Location:	San Rafael, CA 94901
Telephone No.:	415-473-3373

Notices shall be given to Contractor at the following address:

Contractor: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone No.: \_\_\_\_\_

**22. ACKNOWLEDGEMENT OF EXHIBITS**

**Check applicable Exhibits**

**CONTRACTOR'S  
INITIALS**

<u>EXHIBIT A.</u>	<input checked="" type="checkbox"/> <b>Scope of Services</b>	
<u>EXHIBIT B.</u>	<input checked="" type="checkbox"/> <b>Fees and Payment</b>	
<u>EXHIBIT C.</u>	<input type="checkbox"/> <b>Insurance Reduction/Waiver</b>	
<u>EXHIBIT D.</u>	<input checked="" type="checkbox"/> <b>Contractor's Debarment Certification</b>	



**EXHIBIT E.**  
**OTHER**  
**REQUIRED**  
**EXHIBITS**  
**(HHS**  
**USE ONLY)**

<input type="checkbox"/>	Subcontractor's Debarment Certification	
<input checked="" type="checkbox"/>	Exhibit G >10 or H <10: Audits/Non-discrimination	
<input checked="" type="checkbox"/>	Exhibit M: Business Associate Agreement	
<input type="checkbox"/>		

IN WITNESS WHEREOF, the parties have executed this Contract on the date first above written.

**CONTRACTOR:**

**APPROVED BY**  
**COUNTY OF MARIN:**

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

By: \_\_\_\_\_

County Administrator

=====

**COUNTY COUNSEL REVIEW AND APPROVAL (required if template content has been modified)**

County Counsel: \_\_\_\_\_ Date: \_\_\_\_\_

**XI. ATTACHMENT D**

**Scoring Instrument**

<b>Proposal Section</b>	<b>Maximum Score</b>
<b>Project Approach</b>	
Past experience with public health preparedness, response, and recovery	5
Ability to work collaboratively with other agencies	5
Relevance of proposed populations served	5
Relevance of proposed activities	5
Strength of methods, approaches, deliverables, and overall implementation strategies	10
Strength of outreach strategies	5
Strength of communications strategies	5
<b>Sub-total</b>	<b>40</b>
<b>Staffing and Qualification</b>	
Relevant capability and overall organizational credibility (including letters of support)	10
Relevant experience in past projects	10
<b>Sub-total</b>	<b>20</b>
<b>Sustainability</b>	
Capacity to sustain work and staff after the end of grant funding	5
<b>Sub-total</b>	<b>5</b>
<b>Equity</b>	
Relevant experience working with priority populations	7
Capacity to use an equity approach when working with priority populations	8
<b>Sub-total</b>	<b>15</b>
<b>Budget</b>	
Clarity of proposed budget summary	10
Clarity of budget narrative and justification	10
<b>Sub-total</b>	<b>20</b>
<b>Total Score</b>	<b>100</b>