



COUNTY OF SONOMA

SONOMA COUNTY ASSESSMENT OF HEALTH, HUMAN, HOUSING AND SOCIAL SERVICES DELIVERY OPTIONS

Request for Proposals (RFP)

The County of Sonoma is soliciting proposals from qualified consulting firms to assess the feasibility, pros and cons, and potential approaches, of enhanced integration and collaboration between the Department of Health Services, the Human Services Department, and the Community Development Commission. In addition to the analysis and recommendation for possible approaches to improve health, housing and social service delivery, the County is requesting the identification and analysis of ways to increase the efficiency of providing a high level of services to the community, as well as ways to reduce costs.

Proposals must be received no later than May 20th, 2020 at 5 p.m.

A. *Introduction/Purpose*

Project Background and Description

Sonoma County, located at the north end of the San Francisco Bay area, covers about 1,500 square miles and has a population of approximately 495,000. The Community Development Commission, Department of Health Services, and the Human Services Department provide an array of services to vulnerable populations both within the unincorporated and the incorporated areas of the County, depending on the service [this is true for CDC Affordable Housing Development, but not so with regard to the Housing Authority.]. The services relevant to this Request for Proposals (RFP) include those provided by the County's Health Services, Human Services, as well as the Community Development Commission.

The Health Services Department is made up of the following divisions:

- **The Behavioral Health Division** promotes the recovery and wellness of individuals through partnerships with clients, families, other agencies, and community providers.
- **Health Policy, Planning and Evaluation Unit (HPPE)** within the Administration Division provides policy, planning, data, and evaluation support to the department to improve overall operations and achieve its mission and vision.

- **The Public Health Division** promotes optimal health and quality of life for the people of Sonoma County through service, science, leadership, and community action.
- **The Administration Division** deals with Accounts Payable, Accounts Receivable, Payroll, MAA and TCM

The Human Services Department is made up of four service divisions:

- **Adult & Aging** helps ensure the safety, independence and well-being of older adults, persons with disabilities, and military veterans and their families.
- **Economic Assistance** helps low-income and other individuals and families apply for money for food, health care, dental care, financial assistance and other services to meet basic needs.
- **Employment and Training** provides job search, employment and training services, cash aid, and supportive services for residents, and helps business and other employers find qualified job applicants for positions.
- **Family, Youth & Children's Services** helps ensure the safety and well-being of children and teens who have been abused, neglected or abandoned.

The Community Development Commission is a separate legal entity governed by the same individuals elected to the Board of Supervisors, but who govern the Commission as the Board of Commissioners. The Commission is dedicated to promoting decent and affordable housing, revitalizing communities, and supporting public services that increase economic stability for County residents. They do this by offering four core services:

- **Rental Assistance** assists very low-income members of the community with obtaining Housing Choice vouchers and other rental assistance vouchers through the Sonoma County Housing Authority (SCHA).
- **Ending Homelessness** coordinates homeless policy and planning efforts which include staffing and oversight of the Countywide Continuum of Care, associated technical advisory bodies, and conducting the annual Point in Time Homeless Count.
- **Housing & Neighborhood Investments** administers the County Fund for Housing and a variety of loan and grant programs for low-income homeowners and developers of affordable housing. Oversees CDC properties and provides assistance for housing rehabilitation and first-time homebuyers.

- **Strategic Support** includes the Equity and Compliance Team that ensures social equity in all programs and compliance with applicable laws, the Finance Team and Administrative teams that manage all fiscal matters, and the Administrative Team providing office and human resources support.

Shared Client Populations

The County analyzed client data collected from key departmental systems from 2013 through 2018 to identify shared populations between the Safety Net Departments (Health Services, Human Services, Community Development Commission, Child Support Services, and Justice Departments). During that five-year period, the Human Services Department served 164,500 individuals in the CalWin benefit program system, the Department of Health Services served 20,900 individuals in behavioral health electronic health records systems, and the Community Development Commission served 9,100 individuals in housing programs through the HMIS system. The data collected represented clients registered in these selected systems; however, the data did not include all programs in each department. For example, while clients in behavioral health programs were included in the data set, client data from public health programs were not included.

The data showed that the populations served by these departments are closely shared. For example, 78% of individuals who are served by the Community Development Commission and 71% of clients served by the Department of Health Services are also served by the Human Services Department in one or more benefit programs. In addition, 41% of clients served by the Community Development Commission served by the Department of Health Services through behavioral health programs.

Overlapping Services

Similar, overlapping, or dependent services provided by two or more of the three departments include:

- **Housing** – All three departments provide various types of housing programs including rental assistance and permanent supportive housing.
- **Nursing Services** – Nursing services are provided by the Department of Health Services and are contracted to several programs within the Human Services Department.
- **Benefits Eligibility and Assistance**- The Human Services Department provides benefits eligibility across multiple benefit areas. Most clients in the Department of Health

Services are MediCal recipients and are dependent on the Human Services Department to maintain eligibility.

- Compliance – All three departments receive federal funding and are obligated to maintain a compliance program to guard against fraud, waste and abuse as well as to maintain client confidentiality.

Current Strategies to Integrate Service Delivery and Collaboration

In 2017, the Board of Supervisors established ACCESS Sonoma County (*Accessing Coordinated Care and Empowering Self Sufficiency*). This program identifies vulnerable residents experiencing homelessness, behavioral health, substance use, unemployment, and criminal justice issues. It provides integrated case management with interdepartmental data sharing to help improve client self-sufficiency and well-being. The major client cohorts that the ACCESS program has served to date are:

- Victims of the 2017 Sonoma Complex Fires that remained homeless as evacuation shelters closed.
- High Needs Homeless Clients – Individuals who are homeless, have a severe mental health diagnosis and have other complicating factors.
- Justice Diversion Clients – Individuals qualifying for diversion from jail if they participate in a specialized mental health program intended to reduce recidivism.
- Victims of the 2019 Kincade Fire that remained homeless as evacuation shelters closed.
- High Emergency Room Utilization Clients – Clients identified by regional hospitals as their highest E.R. utilizers.
- Homeless Encampment Assistance and Response – Serving homeless clients with a broad spectrum of services including assistance with finding shelter or housing.

The Interdepartmental Multidisciplinary Team (IMDT) model that defines the ACCESS Sonoma program has demonstrated the effectiveness of integration and close collaboration in service delivery. ACCESS Sonoma has resulted in greater efficiency of service delivery by having a single supervisor overseeing staff from across the safety net departments with clear direction from the Safety Net Collaborative (Governing body of ACCESS Sonoma). The result is faster service for clients, elimination of lapsed benefits, direct handoffs for service, and better client outcomes. It has also resulted in better communication around resource allocation, uses of funding, and grant applications. This award-winning model has produced successes not possible in the siloed, non-integrated service delivery system.

Desired Goals/Objectives/Outcomes

The County seeks the services of a qualified consultant that can identify options to improve the efficiency and effectiveness of providing health, housing, and social service delivery to the community.

B. Statement of Requirements - Services Required of Successful Proposer

Tasks may include the following:

- 1) For each entity, review and analyze publicly available or readily accessible background data on topics including, but not limited to, performance outcomes, mandatory and discretionary levels of service, current and prior year's budget, current programs and services, departmental policies, procedures and practices, staffing levels and resource allocation, and workload and workload trend information. Identify areas of overlap in services with the other two departments.
- 2) Conduct research utilizing public policy literature and case studies from other government agencies, and synthesize findings related to best practices for the organization and integration of county health, behavioral health, social services and housing and homelessness programs.
- 3) Conduct research to describe best practices for provision of county health, human, and homeless and affordable housing services to clients that interact with multiple health and human services programs, as well as those that have limited needs for services.
- 4) Analyze the extent to which a consolidated health, human and housing services agency or entity, would allow for funding flexibility that could facilitate integrated services for clients currently served by separate county health, human, and housing services departments or agencies. Prepare cost benefit models for services and programs;
- 5) Conduct interviews with other local stakeholders to assess the overall effectiveness of the current system, and identify service gaps and under-served and vulnerable populations, local stakeholders include:
 - Local Criminal Justice partners;
 - City of Santa Rosa Housing Authority;
 - Healthcare partners, such as local hospitals and partnership health plan;
 - Local service providers and organizations that can provide unique perspectives of the County's citizens, such as Los Cien, VOICES, LGBTQI community, and geographically remote areas.
- 6) Look at technology gaps and challenges, and opportunities for enhanced integration, including the role of ACCESS Sonoma and 2-1-1.
- 7) Evaluate core functions and determine baseline and enhanced departmental services based on evidence based best practices and federal, state and local requirements. Identify program overlaps, potential process improvements, and opportunities to make administrative support functions more efficient.

- 8) Benchmark best practices in other jurisdictions, including benchmarking of integrated (i.e., “Super-Agency”) operations and also individual programs. Jurisdictions include San Diego County, Shasta County, Yolo County, Solano County, Humboldt County, and Placer County.
- 9) Conduct interviews with key Sonoma County stakeholders (employees, consumers, non-profit service providers, advocacy groups) regarding current organizational structure and potential opportunities for integration, and synthesize the findings.
- 10) Develop policy recommendations to be considered by the Board of Supervisors/Board of Commissioners and County management, based on research into best practices, and information garnered from local stakeholders. Include the following:
 - Recommend priorities and phasing of improvements, identify areas for further in-depth analysis;
 - Identify areas for collaboration and sharing of resources among County departments and sister agencies;
 - Recommend evidence based best practices, business models and strategies for implementation;
 - Develop financial and service delivery performance measures, matrixes, and benchmarks to measure progress and ensure sustainability.

C. *Local Preference*

It is the policy of the County to promote employment and business opportunities for local residents and firms on all contracts and give preference to local residents, workers, businesses and consultants to the extent consistent with the law and interests of the public. A Local Service Provider is defined as a business or consultant who has a valid physical address located within Sonoma County from which the supplier or consultant operates or performs business on a day-to-day basis, and holds a valid business license if required by a city within the jurisdiction of Sonoma County.

For quantitative evaluations of proposals, the locality of the service provider shall be included as an evaluation criterion in RFPs. Extra percentage weighting of 5% shall be provided in the total rating score for local service providers. For qualitative evaluations of proposals, Departments shall consider the locality of consultants or businesses and their sub-consultants along with other criteria identified in the RFP. If there is more than one service provider being considered and the providers are competitively matched in terms of other criteria, local service providers should be selected. If hiring sub-consultants, the County strongly encourages using local service providers.

More information about the County’s purchasing policies can be found on:

<http://sonomacounty.ca.gov/General-Services/Purchasing/Doing-Business-with-the-County/>

D. Schedule

The following schedule is subject to change. Except as provided below, changes made prior to the Proposal Due Date will only be made by written amendment to this Request for Proposals, which amendment shall be issued to all parties by the Department issuing this proposal.

Date	Event
April 15 th , 2020	Release Request for Proposals
April 22 nd , 2020	Proposer’s Questions Due by 5:00 p.m.
April 27 th , 2020	County’s Responses to Questions Due <i>(subject to delay without notice to proposers)</i>
May 11 th , 2020	Proposals Due by 2:00 p.m.
May 11 th – 18 th , 2020	Proposals Evaluated by County
May 19 th -22 nd , 2020	Interviews Conducted (if necessary) <i>(subject to delay without notice to proposers)</i>
June 2 nd , 2020	Notice of Intent to Award <i>(subject to delay without notice to proposers)</i>
June 9 th , 2020	Board of Supervisors Awards Contract (if necessary) <i>(subject to delay without notice to proposers)</i>

E. Pre-Bid Conference

A webex conference to discuss questions related to this RFP shall be held.

F. Questions

Proposers will be required to submit any all questions in writing per the schedule in order for staff to prepare written responses to all consultants. Written answers will be shared with all potential bidders through an addendum on the County’s Supplier Portal and email notification. Questions should be sent via e-mail directly to kay.lowtrip@sonoma-county.org. Questions will not be accepted by phone.

G. Corrections and Addenda

1. If a proposer discovers any ambiguity, conflict, discrepancy, omission, or other error in this RFP, the proposer shall immediately notify the contact person of such error in

writing and request clarification or modification of the document. Modifications will be made by addenda as indicated below to all parties in receipt of this RFP.

2. If a proposer fails to notify the contact person prior to the date fixed for submission of proposals of a known error in the RFP, or an error that reasonably should have been known, the proposer shall submit a proposal at their own risk, and if the proposer is awarded a contract they shall not be entitled to additional compensation or time by reason of the error or its subsequent correction.
3. Addenda issued by the County interpreting or changing any of the items in this RFP, including all modifications thereof, shall be incorporated in the proposal. The proposer shall submit the addenda cover sheet with the proposal (or deliver them to Kay Lowtrip, County Administration, 575 Administration Drive, Suite 104A, Santa Rosa, CA 95403, if the proposer has previously submitted a proposal to the Department). Any oral communication by the County's designated contact person or any other County staff member concerning this RFP is not binding on the County and shall in no way modify this RFP or any obligations arising hereunder.

H. *Proposal Submittal*

1. Form: Proposers must submit one (1) electronic copy to the County of Sonoma's Supplier Portal. The link to the Supplier Portal is: [Sonoma County Supplier Portal](#).

Note: Proposers must be registered to submit electronic submittals. See registration instructions on the Supplier Portal link above.

Additionally proposers must submit (1) signed original, and four (4) copies of the signed proposal per the schedule or as revised by addendum. Proposals must be enclosed in a sealed envelope or package and clearly marked "Sonoma County Assessment Of Social Services Delivery Options" Proposals shall be submitted to:

Kay Lowtrip, County Administration, 575 Administration Drive, Suite 104A, Santa Rosa, CA 95403

2. Due Date: Proposals must be received no later than the date and time listed in the schedule, or as revised by addendum. The proposal due date is subject to change. If the proposal due date is changed, all known recipients of the original RFP will be notified of the new date.
3. General Instructions: To receive consideration, proposals shall be made in accordance with the following general instructions:
 - a) The completed proposal shall be without alterations or erasures.

- b) No oral or telephonic proposals will be considered.
 - c) The submission of a proposal shall be an indication that the proposer has investigated and satisfied him/herself as to the conditions to be encountered, the character, quality and scope of the work to be performed, and the requirements of the County, including all terms and conditions contained within this RFP.
4. Proposal Format and Contents: For ease of review and to facilitate evaluation, the proposals for this project should be organized and presented in the order requested as follows:

a) **RFP Cover Letter**

b) **Section I - Organizational Information:**

Provide specific information concerning the firm in this section, including

- The legal name, address and telephone number of your company
- The type of entity (sole proprietorship, partnership, or corporation and whether public or private)
- The name and telephone number of the person(s) in your company authorized to execute the proposed contract
- If two or more firms are involved in a joint venture or association, the proposal must clearly delineate the respective areas of authority and responsibility of each party.
- Identify the key personnel and their back-ups that will be assigned to the program.

All parties signing the Agreement with the County must be individually liable for the completion of the entire project even when the areas of responsibility under the terms of the joint venture or association are limited.

c) **Section II - Qualifications and Experience:**

Provide specific information in this section concerning the firm's experience in the services specified in this RFP, preferably within the State of California. Examples of completed projects, as current as possible, should be submitted, as appropriate. **References are required.** Please provide names, addresses, and telephone numbers of contact persons within three (3) client agencies for whom similar services have been provided.

Debarment or Other Disqualification

Proposer must disclose any debarment or other disqualification as a supplier or vendor for any federal, state or local entities. Proposer must describe the nature of the debarment/disqualification, including where and how to find such detailed information

d) **Section III - Project Approach and Work Schedule:**

Provide a description of the methodology developed to perform all required services, with an aggressive schedule that will complete the project no later than the end of September, 2020. This schedule should contain specific milestones and dates of completion which will be used to set schedules, **and what data will be needed from the County at each point in the schedule.** Also identify the extent of County personnel involvement deemed necessary, including key decision points at each stage of the project. Information as to the type of any software that is anticipated to be used in the planning process should also be discussed.

Please provide 2 examples of work relevant to this project. The submitted sample should represent the level of document quality control that would be recommended for this program.

e) **Section IV - Cost of Service:**

The proposal shall clearly state ALL of the costs associated with the project, broken down by category of products and services, and all on-going costs for recommended or required products and services, such as maintenance.

The project costs must be broken out and include all expenses that will be charged to the County, including but not limited hourly rates for labor, software costs, software maintenance costs, implementation fees, shipping, insurance, communications, documentation reproduction, and all expenses, including travel, meal reimbursement, hotel per diems, taxes, etc. Failure to clearly identify all costs associated with the proposal may be cause for rejection of the Consultant's proposal.

f) **Section V – Identification of subcontractors:**

Proposers shall identify all subcontractors they intend to use for the proposed scope of work. For each subcontractor listed, proposers shall indicate (1) what products and/or services are to be supplied by that subcontractor and, (2) what percentage of the overall scope of work that subcontractor will perform.

g) **Section VI - Insurance:**

The selected proposer will be required to submit and comply with all insurance as described in the attached Sample Agreement. Securing this insurance is a condition of award for this contract.

h) **Section VII - Additional Information:**

Include any other information you believe to be pertinent but not required.

i) **Section VIII – Contract Terms:**

Proposers must include a statement acknowledging their willingness to accept the sample contract terms (Attachment A) or identify specific exceptions to the sample agreement.

I. Selection Process

1. All proposals received by the specified deadline will be reviewed by the County for content, including but not limited to fee, related experience and professional qualifications of the bidding consultants.
2. County employees will not participate in the selection process when those employees have a relationship with a person or business entity submitting a proposal which would subject those employees to the prohibition of Section 87100 of the Government Code. Any person or business entity submitting a proposal who has such a relationship with a County employee who may be involved in the selection process shall advise the County of the name of the County employee in the proposal.
3. Proposals may be evaluated using the following criteria (note that there is no value or ranking implied in the order of this list):
 - a) Demonstrated ability to perform the services described;
 - b) Experience, qualifications and expertise;
 - c) Quality of work as verified by references;
 - d) Costs relative to the scope of services;
 - e) A demonstrated history of providing similar services to comparable entities;
 - f) Willingness to accept the County's contract terms; and
 - g) Any other factors the evaluation committee deems relevant. (When such criteria are used for evaluation purposes, the basis for scoring will be clearly documented and will become part of the public record.).
 - h) The locality of the Proposer;

4. The County Department Head in consultation with the Purchasing Agent reserves the right, in their sole discretion, to take any of the following actions at any time before Board approval of an award: waive informalities or minor irregularities in any proposals received, reject any and all proposals, cancel the RFP, or modify and re-issue the RFP. Failure to furnish all information requested or to follow the format requested herein may disqualify the proposer, in the sole discretion of the County. False, incomplete, misleading or unresponsive statements in a proposal may also be sufficient cause for a proposal's rejection.
5. The County may, during the evaluation process, request from any proposer additional information which the County deems necessary to determine the proposer's ability to perform the required services. If such information is requested, the proposer shall be permitted three (3) business days to submit the information requested.
6. An error in the proposal may cause the rejection of that proposal; however, the County may, in its sole discretion, retain the proposal and make certain corrections. In determining if a correction will be made, the County will consider the conformance of the proposal to the format and content required by the RFP, and any unusual complexity of the format and content required by the RFP. If the proposer's intent is clearly established based on review of the complete proposal submittal, the County may, at its sole option, correct an error based on that established content. The County may also correct obvious clerical errors. The County may also request clarification from a proposer on any item in a proposal that County believes to be in error.
7. The County reserves the right to select the proposal(s) which in its sole judgment best meets the needs of the County and to award to only one or multiple qualified submittals. ***The lowest proposed cost is not the sole criterion for recommending contract award.*** The County also makes no guarantee of any or equal amounts of work.
8. All firms responding to this RFP will be notified of their selection or non-selection after the evaluation committee has completed the selection process.
9. Generally, the firm selected by the Evaluation Committee will be recommended to the Board of Supervisors for this project, but the Board is not bound to accept the recommendation or award the project to the recommended firm.

J. Finalist Interviews

After initial screening, the evaluation committee may select those firms deemed most qualified for this project for further evaluation. Interviews of these selected firms may be conducted as part of the final selection process. Interviews may or may not have their own separate scoring during the evaluation process.

K. General Information

1. Rules and Regulations

- a) The issuance of this solicitation does not constitute an award commitment on the part of the County, and the County shall not pay for costs incurred in the preparation or submission of proposals. All costs and expenses associated with the preparation of this proposal shall be borne by the proposer.
- b) Sonoma County reserves the right to reject any or all proposals or portions thereof if the County determines that it is in the best interest of the County to do so.
- c) The County may waive any deviation in a proposal. The County's waiver of a deviation shall in no way modify the RFP requirements nor excuse the successful proposer from full compliance with any resultant agreement requirements or obligations. Sonoma County reserves the right to reject any or all proposals, or to waive any defect or irregularity in a proposal. The County further reserves the right to award the agreement to the proposer or proposers that, in the County's judgment, best serves the needs of Sonoma County.
- d) All proposers submit their proposals to the County with the understanding that the recommended selection of the review committee is final and subject only to review and final approval by the Department Director (via delegation), the County Purchasing Agent or the Board of Supervisors.
- e) Upon submission, all proposals shall be treated as confidential documents until the selection process is completed. Once the notice of intent to award is issued by the County, all proposals shall be deemed public record. In the event that a proposer desires to claim portions of its proposal exempt from disclosure, it is incumbent upon the proposer to clearly identify those portions with the word "Confidential" printed on the top right hand corner of each page for which such privilege is claimed, and to clearly identify the information claimed confidential by highlighting, underlining, or bracketing it, etc. Examples of confidential materials include trade secrets. Each page shall be clearly marked and readily separable from the proposal in order to facilitate public inspection of the non-confidential portion of the proposal. The County will consider a proposer's request for exemptions from disclosure; however, the County will make its decision based upon applicable laws. An assertion by a proposer that the entire proposal, large portions of the proposal, or a significant element of the proposal, are exempt from disclosure will not be honored and the proposal may be rejected as non-responsive. Prices, makes and models or catalog numbers of the items offered, deliverables, and terms of payment shall be publicly available regardless of any designation to the contrary.
- f) The County will endeavor to restrict distribution of material designated as confidential to only those individuals involved in the review and analysis of the proposals. Proposers are cautioned that materials designated as confidential may

nevertheless be subject to disclosure. Proposers are advised that the County does not wish to receive confidential or proprietary information and those proposers are not to supply such information except when it is absolutely necessary. If any information or materials in any proposal submitted are labeled confidential or proprietary, the proposal shall include the following clause:

- a. [Legal name of proposer] shall indemnify, defend and hold harmless the County of Sonoma, its officers, agents and employees from and against any request, action or proceeding of any nature and any damages or liability of any nature, specifically including attorneys' fees awarded under the California Public Records Act (Government Code §6250 et seq.) Arising out of, concerning or in any way involving any materials or information in this proposal that [legal name of proposer] has labeled as confidential, proprietary or otherwise not subject to disclosure as a public record.

2. Nonliability of County

The County shall not be liable for any pre-contractual expenses incurred by the proposer or selected contractor or contractors. The County shall be held harmless and free from any and all liability, claims, or expenses whatsoever incurred by, or on behalf of, any person or organization responding to this RFP.

3. Proposal Alternatives

Proposers may not take exception or make material alterations to any requirement of the RFP. Alternatives to the RFP may be submitted as separate proposals and so noted on the cover of the proposal. The County reserves the right to consider such alternative proposals, and to award an agreement based thereon if it is determined to be in the County's best interest and such proposal satisfies all minimum qualifications specified in the RFP. Please indicate clearly in the proposal that the proposal offers an alternative to the RFP.

4. Lobbying

Any party submitting a proposal or a party representing a proposer shall not influence or attempt to influence any member of the selection committee, any member of the Board of Supervisors, or any employee of the County of Sonoma, with regard to the acceptance of a proposal. Any party attempting to influence the RFP process through ex-parte contact may be subject to rejection of their proposal.

5. Form of Agreement

- a) No agreement with the County shall have any effect until a contract has been signed by both parties. Pursuant to Sonoma County Code Section 1-11, County personnel are without authorization to waive or modify agreement requirements.
- b) A sample of the agreement is included as Attachment A hereto. Proposers must be willing to provide the required insurance and accept the terms of this sample agreement. With few exceptions, the terms of the County's standard agreement will not be negotiated. *Indemnification language will not be negotiated.*
- c) Proposals submitted shall include a statement that (i) the proposer has reviewed the sample agreement and will agree to the terms contained therein if selected, or (ii) all terms and conditions are acceptable to the proposer except as noted specifically in the proposal. A proposer taking exception to the County's sample agreement must also provide alternative language for those provisions considered objectionable to the proposer. Please note that any exceptions or changes requested to the Agreement may constitute grounds to reject the proposal.
- d) Failure to address exceptions to the sample agreement in your proposal will be construed as acceptance of all terms and conditions contained therein.
- e) Submission of additional contract exceptions after the proposal submission deadline may result in rejection of the consultant's proposal.

6. Duration of Proposal; Cancellation of Awards; Time of the Essence

- a) All proposals will remain in effect and shall be legally binding for at least ninety (90) days.
- b) Unless otherwise authorized by County, the selected consultant will be required to execute an agreement with the County for the services requested within sixty (60) days of the County's notice of intent to award. If agreement on terms and conditions acceptable to the County cannot be achieved within that timeframe, or if, after reasonable attempts to negotiate such terms and conditions, it appears that an agreement will not be possible, as determined at the sole discretion of the County, the County reserves the right to retract any notice of intent to award and proceed with awards to other consultants, or not award at all.

7. Withdrawal and Submission of Modified Proposal

- a) A proposer may withdraw a proposal at any time prior to the submission deadline by submitting a written notification of withdrawal signed by the proposer or his/her authorized agent. Another proposal may be submitted prior to the deadline. A proposal may not be changed after the designated deadline for submission of proposals.

L. Protest Process

Any and all protests must be in writing and must comply with the timelines and procedures set forth at: [***Protests and Appeals for Goods and Professional Services Procurements***](#)

M. Living Wage

The contractor/franchisee/economic development assistance recipient shall comply with any and all federal, state, and local laws – including, but not limited to the County of Sonoma Living Wage Ordinance – affecting the services provided by this contract/franchise agreement. Without limiting the generality of the foregoing, the contractor/franchisee/economic development assistance recipient expressly acknowledges and agrees that this contract/franchise/economic development assistance agreement is subject to the provisions of Article XXVI of Chapter 2 of the Sonoma County Code, requiring payment of a living wage to covered employees. Noncompliance during the term of the contract/franchise/economic development assistance agreement will be considered a material breach and may result in termination of the contract/franchise/economic development assistance agreement or pursuit of other legal or administrative remedies.

The link to the Living Wage Ordinance is: <http://sonomacounty.ca.gov/CAO/Living-Wage-Ordinance/>

Attachments:

Attachment A: Strategic Plans from affected departments

Attachment B: Budget Narratives from affected departments

Attachment C: RFP Cover Letter-page 1

Attachment D: Sample Agreement Includes Exhibit C, Sample Insurance Requirements

Attachment E: Local Business Declaration for Services

Attachment F: Living Wage Evaluation Preference Form

Attachment G: Living Wage Responsible Bidder Form