



**Contra Costa Health Services  
Health, Housing and Homeless Services**

**Request for Qualifications (RFQ) Amendment**

**SYSTEM IMPROVEMENT ADVISOR**

**Amendment Published: April 6, 2021**

Contra Costa's Health, Housing and Homeless Services (H3) Division is pleased to announce the solicitation of qualifications in the form of Letters of Interest from responders to provide direction, facilitation, and support for the community-driven response to reduce unsheltered homelessness in Contra Costa County during the period of June 1, 2021 to May 31, 2022.

This Request for Qualifications (RFQ) is a process by which the County solicits qualifications in the form of Letters of Interest from responders who may be selected to enter into a contract with the County for the provision of system improvement support and direction.

***Please read this entire packet carefully.***

**Amended RFQ to update final response deadline, contracting period, and anticipated contract start date, as described on page 3 and throughout.**

**Final responses must be submitted electronically as described by  
5:00 PM on Friday, April 23, 2021.**

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

**CONTRACT AWARD**

The County intends to award a contract to the successful Responder; however, issuance of this RFQ and receipt of qualifications is not a commitment to award a contract. H3 expressly reserves the right to postpone contract opening or award for its own convenience, to accept or reject any or all qualifications received in response to this RFQ, to negotiate with more than one Responder concurrently, or to cancel all or part of this RFQ. No response shall be binding upon the County until after the Agreement is signed by duly authorized representatives of both the Contractor and the County.

**CORRESPONDENCE**

**As of the issuance of this RFQ, Responders are specifically directed not to contact personnel of H3 for meetings, conferences or technical discussions related to this RFQ. Failure to adhere to this policy may result in disqualification of the Responder.**



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## RFQ Timeline

This RFQ requires a response in the format of a Letter of Interest per the requirements set forth below.

<b>Request for Qualifications Published</b>	<b>March 30, 2021</b>  As there will be no bidders conference, all applicants are encouraged to learn more about H3 and Contra Costa's Homeless Continuum of Care by visiting the website at <a href="https://cchealth.org/h3/">https://cchealth.org/h3/</a>
<b>Response Submission Deadline</b> <i>No response will be accepted after this date and time.</i>	<b>Friday, April 23, 2021 5:00pm</b> Email a copy of your Response to <a href="mailto:HomelessProgram@CCHealth.org">HomelessProgram@CCHealth.org</a> AND upload your Response to: <a href="https://drive.google.com/drive/folders/1ZVZJdSylGbHVwUxylVI5LwhdesxTkWO4?usp=sharing">https://drive.google.com/drive/folders/1ZVZJdSylGbHVwUxylVI5LwhdesxTkWO4?usp=sharing</a>
<b>Contract Development Period</b>	<b>May 3-7, 2021</b> or longer as needed
<b>Anticipated date contract to start</b>	<b>June 1, 2021</b>



## Statement of Services

### 1. Purpose

Through the support of Kaiser, the Contra Costa County Homeless Continuum of Care (CoC) through its administrative entity Health, Housing & Homeless Services (H3) Division, is partnering with Community Solutions to participate in the national Built for Zero (BFZ) initiative to help support the existing community commitments to end unsheltered homelessness. For several years, the CoC has undergone a series of intensive system mapping to identify gaps and prioritize opportunities for homeless system improvement. In 2019 the CoC participated in the development of the County-led Living Contra Costa Initiative to reduce unsheltered homelessness in the community. In 2021, through the CoC's regional partnerships and local planning efforts, the CoC committed with the County Board of Supervisors to reduce homelessness by 75% over three years. The CoC is committed to these goals and to working with partners to achieve them.

The CoC has identified a need for an Improvement Advisor to work closely with H3 and the CoC to direct and support the community efforts to reduce unsheltered homelessness in the County. The Improvement Advisor will use improvement science skills and techniques and expertise in addressing homelessness and systemic inequities in their work with the CoC's Continuous Quality Improvement working group to identify, test, and implement change strategies. The Improvement Advisor will lead and facilitate collective problem solving and analyzing and synthesizing data with the goal of leveraging community input, data, and priorities to make system wide improvements that will reduce unsheltered homelessness in the CoC. This RFQ requests respondent to submit a Statement of Qualifications stating their qualifications, experience, and proposed budget for the identified scope of work.

### 2. Background

#### A. *About the Contra Costa County Homeless Continuum of Care*

The Contra Costa County Continuum of Care (CoC) is committed to ending homelessness for all persons experiencing homelessness in our community and are proactively working to ensure that any future housing crisis is uncommon, brief, and nonrecurring. The CoC spans the entire geographic region of Contra Costa County. The CoC is comprised of multiple partners, including service providers, members of the faith community, business, private and public funders, community members, education system and law enforcement, who are working collaboratively to end homelessness. The Contra Costa Council on Homelessness (CoH) is the governing and oversight body for the County homeless Continuum of Care (CoC) and is appointed by the Board of Supervisors. The COH, provides advice and input on the operations of homeless services, program operations, and program development efforts in Contra Costa County. The COH and COC are supported by Contra Costa Health Services Health, Housing & Homeless Services (H3) Division. H3 functions as the CoC administrative entity and collaborative applicant, CoC Lead Agency, and Homeless Management Information System (HMIS database) Lead Agency.

#### B. *About Contra Costa Health, Housing and Homeless Services Division*

Health, Housing and Homeless Services (H3) is a division of the Contra Costa Health Services Department that is committed to making homelessness an uncommon occurrence in Contra Costa County. H3 integrates supportive housing and homeless services across our health system; coordinates the homeless crisis response system across the county; and works with community partners to develop



innovative strategies to address housing as a key determinant of health. H3 has helped to create a system of care that includes:

- Advocacy
- Outreach services to encampments
- Information and referral services
- Rapid resolution (“diversion”) resources
- Multi-service centers that provide case management and support services
- Housing navigation services
- Emergency and interim shelter
- Transitional housing
- Rapid Rehousing
- Permanent supportive housing for adults, youth, and families
- Community Homeless Court Program

Services are free of charge to individuals experiencing homelessness.

### ***C. About This Funding and Built for Zero***

H3 is partnering with Community Solutions to participate in the national Built for Zero (BFZ) initiative to help support the existing community commitments to reduce unsheltered homelessness. BFZ is a framework and methodology with vetted national tools, processes, and measurements to reach functional zero for a homeless sub-population.

H3 has received a grant from the Kaiser Permanente Northern California Community Benefit Grants Program to support its participation with Built for Zero Accelerator Project. In this project BFZ will support the community with creating a roadmap outlining community aims, opportunities for improvement, and current or pending improvement work and strategies.

The County has made available up to \$95,000 for an Improvement Advisor to include regular availability of a team or individual who will lead and facilitate collective problem solving and data analysis and synthesis using improvement science skills and techniques in support of the aim of reducing unsheltered homelessness in Contra Costa County. All improvement funds must be expended by May 31, 2022.

### **3. Project Description**

The System Improvement Advisor is responsible for integrating and supporting the adoption of and capacity building around continuous quality improvement mindsets, tools, and processes across the homelessness response system. This work will focus on all populations experiencing homelessness who are served in Contra Costa County, with special attention to seeing reductions and impact for persons and households experiencing unsheltered homelessness using the BFZ model. The System Improvement



Advisor will work closely with the BFZ Collaborative Lead employed through Community Solutions, as well as CoC staff (including the CoC and CES Managers and the HMIS Lead designee), the CoC's Continuous Quality Improvement (CQI) Workgroup, and an array of community stakeholders around reducing unsheltered homelessness. The System Improvement Advisor will use the CoC's roadmap built in partnership with BFZ, and the CoC's data models and system evaluation tools and resources to guide and support their work.

The continuous quality improvement services provided by the Contractor will support Contra Costa County's primary goal to promote and facilitate the reduction of unsheltered homelessness by supporting the community identification and improvement of processes and outcomes of the County's homeless system of care during the period of June 1, 2021 to May 31, 2022.

#### **4. Funding**

The funding was made available to H3 through the Kaiser Permanente Northern California Community Benefit Grants Program. Up to \$95,000 may be awarded to the selected contractor under this RFQ.

Contra Costa Health, Housing, and Homeless Services ("H3" or "the County") is seeking well qualified individuals or organizations to provide improvement science direction and support for H3 and the CoC to achieve their collective goals of improving the system of care's ability to reduce unsheltered homelessness in Contra Costa County.

The County may award a contract to an individual or organization depending on the availability of qualified respondents and community need as outlined and prioritized above.

Responders to the RFQ may apply for all the available funds or a portion of them.

#### **5. Contract Monitoring and Evaluation**

H3 will actively monitor all services provided as a part of the contract(s) that result from this RFQ process. The monitoring will determine if the Contractor is performing as intended and if good cause exists to terminate the contract prior to the end of the contract term.

At a minimum, contractors will be expected to:

1. Submit monthly invoices and status reports to H3.
2. Meet monthly with H3 to monitor and track grant progress.
3. Administer their activities consistent the CoC's guiding principles of equity, transparency and building a data culture.
4. Engage timely and meaningfully with the H3 staff around contracting, invoicing, and fund deliverables. Providers are required to timely and thoroughly comply with all invoicing and related documentation to receive payment for services.



## RFQ Requirements and Instructions for Responders

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

1. All responders shall submit **two (2)** electronic copies of their Response in PDF format: one (1) electronic copy submitted via email to [HomelessProgram@cchealth.org](mailto:HomelessProgram@cchealth.org) AND one (1) electronic copy uploaded to: <https://drive.google.com/drive/folders/1ZVZJdSylGbHVwUxylVI5LwhdesxTkWO4?usp=sharing>. The electronic copy must be a single PDF in alignment with the Response Instructions contained in this RFQ.  
Electronic submissions are due by **5pm Friday, April 23, 2021**. Late submissions will not be accepted and will not be reviewed. There will be no exceptions.
2. H3 will review all received responses to make sure they are technically compliant with formatting and submission guidelines as per the RFQ. Responders will receive a confirmation of receipt that their Response has been received by **Monday, April 26, 2021**. Responses that are non-compliant with technical requirements will not move forward to the County's Review Panel.
3. The cost of developing and submitting a proposal in response to this RFQ is the responsibility of the responder and will not be reimbursed through any contracts resulting from this RFQ process or from any other county funds.
4. H3 may issue an RFQ amendment to provide additional data and/or make changes or corrections. The amendment will posted at <https://cchealth.org/h3/coc/partners.php>. H3 may extend the RFQ submission date, if necessary, to allow responders adequate time to consider such amendments and submit required information.
5. The RFQ process may be cancelled in writing by H3 prior to award if the H3 Director determines cancellation is in the best interest of the County.
6. The RFQ process and any contract resulting from the process may be cancelled at any time if identified funding becomes unavailable.
7. With respect to this RFQ, the County reserves the right to reject any, some, or all responses. The County reserves the right to negotiate separately in any manner to serve the best interests of the County and CoC. All responses become the property of the County, without obligation to any Responder.
8. Responses will be judged on overall quality of content and responsiveness to the purpose and specifications of this RFQ. Responses should be without expensive artwork, graphic design, or other materials not essential to the utility and clarity of the response.
9. Any contract(s) awarded as a result of this RFQ is subject to pending or perfected protests. The award is subject to cancellation or modification by H3 in accordance with the resolution of any such protest.



10. Selected contractor(s) must adhere to Contra Costa County's contracting process, providing all information as requested by H3. Selected contractor(s) will also be informed of the County's insurance coverage requirements, where applicable, and the process for contract approval (where applicable) by the Board of Supervisors.
11. Only responders submitting a response in accordance with this RFQ may appeal the RFQ process. Appeals must be submitted in writing and should be addressed to [HomelessProgram@cchealth.org](mailto:HomelessProgram@cchealth.org), no later than three (3) business days after the notification of awards. Notification of a final decision on the appeal shall be made in writing to the responder within five (5) business days of receipt of appeal, and the decision of H3 shall be final and not subject to further review. When submitting, an appellant must clearly state the action appealed, the harm to the appellant, and the remedy sought. Appeals shall be limited to the following grounds:
  - a. Failure of the County to follow the selection procedures and adhere to requirements specified in the RFQ or any addenda or amendments.
  - b. There has been a violation of conflict of interest as provided by California Government Code Section 87100 et seq.
  - c. A violation of State or Federal law.
12. Successful responders may be expected to promptly enter contract negotiation with H3. As a result of this negotiation, actual contract(s) may include other agreements and clarifications of activities, consistent with the intent of the County in releasing this RFQ. Services will begin upon the signing of a contract according to a mutually agreed upon start-up schedule. The County is not liable for any cost incurred by the contractor prior to the effective date of any contract.
13. Once in contract, the Contractor will be expected to begin operations to make services provided under this Contract available to Clients within 30 days after the effective date.
14. H3 will actively monitor service implementation and delivery and provide contract monitoring. Any material breach of contract requirements will constitute grounds for terminating the contract.
15. Any contract resulting from this RFQ will be for the period of June 1, 2021 to May 31, 2022.
16. Each response to this RFQ will be a public record that will be subject to disclosure under the California Public Records Act (Government Code, § 6250, et seq.) and the County's Better Government Ordinance (County Ordinance Code, Title 2, Division 25) and may be made public prior to contract award.





## Response Format and Content

### 1. Response Instructions

Responses must be submitted as a Statement of Qualifications.

Responses must be submitted in the format of a single PDF with the following specifications:

- a) Written in Times New Roman in size 12 font
- b) Single-spaced pages
- c) Margins 1 inch on all sides
- d) All pages consecutively numbered
- e) Proposal follows the outline presented below
- f) 3-page text limit for Characteristics and Qualifications of Responder (this does not include Cover Sheet or Appendices)
- g) 3-page text limit for Implementation Plan and Experience (this does not include Cover Sheet or Appendices)

Responders must submit **two (2)** electronic copies of their Response:

- one (1) electronic copy must be submitted via email to [HomelessProgram@cchealth.org](mailto:HomelessProgram@cchealth.org) AND
- one (1) electronic copy uploaded to:  
<https://drive.google.com/drive/folders/1ZVZJdSyIGbHVwUxylVI5LwhdesxTkWO4?usp=sharing>

Electronic submission of Responses is due by **5pm, Friday, April 23, 2021**. Late Responses will not be accepted and will not be reviewed. There will be no exceptions.

### 2. Response Outline

Responders must submit a Statement of Qualifications in response to this RFQ. Submissions must include the following, clearly marked and in the order presented:

#### A. Cover Sheet

The attached Cover Sheet with a signature of the responder's Executive Director (or equivalent title) must be attached as the top document of the response.

#### B. Statement of Qualifications

##### 1. Characteristics and Qualifications of Responder (3-page maximum)

- a. Include a narrative describing the characteristics and qualifications of the individual or organization that will be providing services. Include a description of the responder's organizational capacity and sustainability, expertise including specialized training or certification to perform activities and history providing similar services. Responders must demonstrate a history of working with homelessness Continuums of Care (CoCs) and people of diverse backgrounds and abilities.



b. Please describe:

- i. Formal credentials (masters level education and/or IHI certifications, etc.) in evaluation and improvement for staff who would be working with the CoC
- ii. Experiencing conducting evaluations AND improvement science activities and models with vulnerable populations, preferably homeless
- iii. Experience engaging a variety of stakeholder groups in planning and decision making, including but not limited to government agencies, CBOs, non-profits, faith-based organizations, and community members.
- iv. Experience working successfully in racially/ethnically diverse settings and providing direction and support for improvement activities around race/ethnicity equity. The ability to work successfully with individuals of diverse sexual orientations and gender identities and providing direction and support for improvement activities around gender/sexual orientation equity. Please also include a summary of efforts within your agency to improve in these areas.

2. **Implementation Plan & Experience** (3-page maximum)

Include a description of the individual's or organization's experience **and** approach to providing improvement science services for homeless response systems.

a. Please describe:

- i. How you plan to implement improvement science activities integrating findings and recommendations from system evaluations, which may include coordinated entry process evaluation, racial equity qualitative and quantitative assessment, and system resource and utilization mapping. Describe any similar experience using data and system or program evaluations to drive or conduct improvement science activities.
- ii. How you plan to implement improvement science activities to effectuate reductions in unsheltered homelessness through collaboration and testing with CoC board members, service providers, consumers, community members, and CoC and HMIS Lead staff. Describe any similar experience coordinating and collaborating with multiple and diverse groups to identify, plan, implement and document system change goals, activities, and outcomes using improvement models and science.
- iii. How you plan to teach and reinforce improvement science concepts and methods to stakeholder groups engaged in systems improvement work. Describe any similar experience training and supporting local stakeholders to use data and quality improvement techniques to drive performance specific to their local efforts, including planning next steps.
- iv. Describe the outcomes of any existing similar activities currently operated or recently concluded. We are especially interested in hearing about activities or outcomes related to improving equity and/or reducing unsheltered homelessness.
- v. Staffing plan or relevant staff who will support the work, including estimated number of current and proposed new staff required to do the



work. (Resumes or CVs with certifications may be attached as appendices.)

3. **Budget Estimate and Justification** (1-page maximum)

Please provide an estimate of the budget needed to support the work described in section C above. Consider providing an estimate of the hourly rate or cost per service type. A full budget is not required at this time. The full budget outlining the expected costs, broken down by major cost categories will be negotiated with qualified applicants through a contracting and scoping process.

C. **Appendices** (does not count towards page limit)

Appendices may include the detailed resumes of all program staff (or job descriptions if staff have not been identified yet), copies of applicable improvement science or quality improvement certifications or training completion (i.e., IHI, QI, CQI, etc.), sample(s) of improvement science-based evaluations or reports.



## Evaluation, Negotiation, and Award

### 1. Evaluation Criteria

After the responses are received and opened, the County shall review and evaluate all statements for responsiveness to the Request for Qualifications to determine whether the Responder possesses the qualifications necessary for satisfactory performance. The County reserves the right to reject any or all statements, and to waive any irregularity. The award of the Contract, if made by the County, will be based upon a total review and analysis of each response. The County may also investigate qualifications of all Responders to whom the award is contemplated and may request clarifications of statements directly from one or more Responder. In reviewing the statements, the County may consider the following:

- a) The qualifications and capacity of the Responder and its agents, employees, and sub-consultants in completing projects of a similar type, size, and complexity.
- b) Responder's timely and effective completion of similar projects within budget.
- c) Responder's experience, including a history of successfully effectuating similar activities and/or providing similar services, and capability and experience of key personnel. A demonstrated ability to timely perform the services described.
- d) References and past contractual performance. Upon request, responder will provide a list of references who can speak to past performance.

### 2. Initial Screening and Selection Process

Submitted Qualifications will be screened for compliance, completeness, and eligibility as they are received. To be reviewed, each submission must meet all the following criteria. Any failure to meet any one of the criteria will cause the applicant to be disqualified.

- 1) Submission was received by the due date
- 2) Submission meets length and formatting requirements
- 3) Submission provides required elements, and content requirements

All submissions that meet the initial screening criteria will be reviewed by H3 based upon the letter's responsiveness to this RFQ and the experience and qualifications of the Respondent.

Based on the review of qualifications, H3 will recommend selection and funding of the responder to *potentially* provide services using the County's ESG-CV round 2 funding. Funding for this contract will be contingent upon review and approval from the Health, Housing, and Homeless Services Director, as well as availability of funds.

### 3. Further Review and Negotiation

Upon completion of the review period, the County shall notify those Responders who will be considered for further review and negotiation. All Responders so notified may be contacted for an interview, be asked to participate in a further proposal development process or enter contract negotiations in good faith and in accordance with direction from the County. Any delay caused by Responder's failure to



respond to direction from the County may lead to a rejection of the proposal. The team members identified in the response should attend any scheduled interview.

Any evaluation/interview panel constructed to evaluate and review a statement may include representatives from the County and other agencies, but the specific composition of the panel will not be revealed prior to any interviews that are conducted as part of this RFQ process. All costs for travel expenses, response preparation, interview preparation and interview time shall be borne by the Responder.

Once qualified Responder(s) have been determined, County staff will begin negotiations with the available Responder(s) as required to meet the community need. The County may enter multiple contract negotiations simultaneously.

#### **4. Award of Contract**

If the County awards a firm a contract from this RFQ process, a Purchase of Services Contract shall be provided to the successful Responder for the Responder's signature. No response shall be binding upon the County until after the Agreement is signed by duly authorized representatives of both the Responder and the County.

All other factors being substantially equal, preference will be given to Responders with demonstrated experience providing system improvement direction and support using improvement science.



## Required Attachments and Checklist

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

- A. Cover Sheet (1-page), completed and signed by Agency Executive Director
- B. Statement of Qualification
  - Characteristics and Qualifications of Responder (3-pages)
  - Implementation Plan and Experience (3-pages)
  - Budget Estimate and Justification (1-pages)
- C. Appendices (no page limit, respondents are encouraged to use sparingly)



## Request for Qualifications Cover Sheet

### Contra Costa Health, Housing and Homeless Services SYSTEM IMPROVEMENT ADVISOR

Name of Responder Agency (or Fiscal Agent if one is utilized): \_\_\_\_\_

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

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

Title of Contact Person: \_\_\_\_\_

Contact Phone/Email \_\_\_\_\_

Total Amount of Request: \$ \_\_\_\_\_

Responder Agency Signature:

*This signature assures commitment to participate in this program per RFQ and contract terms if selected.*

\_\_\_\_\_  
Executive Director

\_\_\_\_\_  
Type Name Here

Date: \_\_\_\_\_