

REQUEST FOR PROPOSALS



Animal Care, Control and Shelter Services Performance Audit

PHPP-AC&L-2017-01

County of San Mateo Health System

Release Date: December 20, 2017

Responses must be received
by 5:00 p.m. Pacific Standard Time
on January 27, 2018

REQUEST FOR PROPOSALS

FOR

Animal Care, Control and Shelter services Performance Audit

Interested vendors must register online with the County at

www.publicpurchase.com

Proposals must be submitted electronically to

www.publicpurchase.com

By 5:00 p.m. Pacific Time on January 27th, 2018

PROPOSALS WILL NOT BE ACCEPTED AFTER THIS DATE AND TIME

Note regarding the Public Records Act:

Government Code Sections 6250 *et seq.*, the California Public Records Act, defines a public record as any writing containing information relating to the conduct of the public business. The Public Records Act provides that public records shall be disclosed upon written request and that any citizen has a right to inspect any public record unless the document is exempted from disclosure.

Be advised that any contract that eventually arises from this Request For Proposals is a public record in its entirety. Also, all information submitted in response to this Request For Proposals is itself a public record **without exception**. Submission of any materials in response to this Request For Proposals constitutes a waiver by the submitting party of any claim that the information is protected from disclosure. By submitting materials, (1) you are consenting to release of such materials by the County if requested under the Public Records Act without further notice to you and (2) you agree to indemnify and hold harmless the County for release of such information.

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SECTION I – GENERAL INFORMATION

A. STATEMENT OF INTENT

As outlined in more detail in Section II – Scope of Work, this Request for Proposals

B. BACKGROUND

San Mateo County is seeking a provider to conduct a performance audit of Animal Control/Humane Society services. San Mateo County is a 744-square mile area stretching from Daly City to East Palo Alto and past Pescadero. More than 740,000 people live in San Mateo County. The Health System oversees the countywide operation of Animal Care, Control and Shelter services. The County of San Mateo provides Animal Control Services in the unincorporated areas of the County as well as to the residents of 20 cities located in San Mateo County. Currently, the County contracts with the Peninsula Humane Society & SPCA (PHS), a private non-profit organization, to enforce all animal control laws, shelter homeless animals and provide a variety of other services. The following is a list of some of services provided by PHS:

- Rescue injured animals
- Capture of at-large or stray animals
- Investigate animal bites and attacks
- Removal of dead animals from public property
- Removal of dead or living wildlife from private property only if such wildlife has direct contact with humans and/or animals that involves a bite or attack
- Enforce leash laws and local ordinances
- Designate animals that are deemed to be Dangerous or Vicious
- Euthanasia of severely injured animals
- Provide sheltering and veterinarian care for animals

SECTION II – SCOPE OF WORK

A. DESCRIPTION

The proposer shall conduct a performance audit of the current Animal Control, Care and Sheltering program operated by PHS at 12 Airport Blvd, San Mateo California. The purpose of this performance audit is to determine the extent to which PHS complies with the County of San Mateo contract to manage and carry out field services and shelter operations. In addition, the audit will help determine the extent to which the budget, existing data systems, policies, procedures, and staffing are evident to appropriately improve performance, and promote transparency and accountability.

The contractor will be expected to conduct four or more on-site visits at the shelter to observe and compile observations and evaluations of shelter, medical and field services operations, and two in-person meetings with County and City personnel. In those meetings, the contractor shall:

1. Initial kick off with County and City stakeholders.

- a. Discuss scope of work and approach.

2. Obtain from PHS or the County and conduct a review of data, policies and procedures regarding the animal shelter operations prior to visiting the shelter. This information will be used by the contractor to determine if PHS is meeting their contractual obligations with the County and if tasks are being performed efficiently, including:

- a. The shelter's organization chart
- b. The County's contract with PHS
- c. PHS' current financial audited document
- d. San Mateo County Animal Ordinance
- e. Policy & Procedures / best practices for the shelter, medical and field operations.
- f. Emails collected by the County (from the animal control contract cities) for common service gaps and complaints.
- g. Raw data from the Chameleon database (software program used by PHS for collection of all animal data) for sheltering and medical services, noting the methods by which animals are:
 - i. Received and impounded
 - ii. Housed at the shelter
 - iii. Redeemed from the shelter
 - iv. Treated, including spaying/neutering and medical procedures
 - v. Euthanized and/or disposed of
 - vi. Raw data from Chameleon database for shelter staffing ratios for daily cleaning, feeding, and intake procedures
- h. Raw data from Chameleon database for a minimum of 400 field service calls received in 2016 & 2017, noting:
 - i. Response times
 - ii. Type of call
 - iii. Outcomes as outlined in the County Contract
- i. Raw data from Chameleon database for field services calls from calendar years 2016-2017, noting but not limited to the following:
 - i. To what extent (number by jurisdiction) evidence of enforcement of all County and City ordinances exist, which are substantially similar to Chapters 6.04, 6.12 and 6.16 of Title 6 of the San Mateo County Animal Ordinance (e.g. citation issued as appropriate for violations of said Chapters).
 - ii. Number of investigations that result in impoundment, citation, and/or prosecution of reported animal bites and attacks.

- iii. Length of time it took to respond, pertaining to routine patrols, animal nuisances, complaints, rescues, and priority one, two, and three calls, where length of time is defined as amount of minutes between time received and the first action completed by an officer.
 - iv. Thoroughness, outcome, and compliance with County contract for all of the above.
 - j. Case file reviews (120 minimum):
 - i. By random selection
 - ii. Minimum requirements
 - a) 50 aggressive complaints
 - b) 40 municipal complaints
 - c) 30 bite quarantine reports
 - d) At least 1 per jurisdiction for each category of complaints
 - e) All spread across calendar years 2016 & 2017.
 - iii. Review for investigative details, thoroughness, and outcome, relative to:
 - a) Enforcement of all County and City ordinances, issuing citations as appropriate for violations of Chapters.
 - b) Dangerous and vicious animal complaints, including designation determination as defined by appropriate ordinance, interviewing witnesses, obtaining witness statements, and other evidence, as well as permit violation citations and vicious animal impoundments as required by County or City ordinances.
 - c) Determine if animal bite quarantines were handled within 24 hours of being received.
 - k. Raw data from Chameleon database for 50 impounded animals, identifying the method of impoundment. For each animal, review:
 - i. Care received at the shelter, including medical treatment, if needed
 - ii. Final disposition
 - iii. Whether County licenses were issued to all released animals (if applicable per ordinance).
 - l. For all animals at the shelter during calendar years 2016 & 2017, identify:
 - i. Average length of stay
 - ii. Range of length from shortest to longest
 - iii. Outcomes/disposition categories with relative percent of total.
 - m. Eight weeks of daily duty rosters and/or raw data from Chameleon database and daily duty rosters to determine field services staffing ratio for daily calls. Select eight weeks at random, with at least four weeks in 2016 and four weeks in 2017, covering non-sequential weeks in all four seasons. Using these data, determine:
 - i. Whether staffing field services adequately provided field enforcement services coverage throughout the County, twenty-four hours a day, seven days a week, 365 days a year, where adequacy is defined by

compliance with the County contract agreement for response time to priority one, two, and three calls.

- n. Two months of shelter service daily schedules, dates to be selected randomly for animal care attendants, front office staff, and veterinarian medical staff to determine the staffing to customer and staffing to animal ratio. Verify sufficient staff resources evident to provide the level of treatment services guaranteed in the contract with the County, twenty-four hours a day, seven days a week.
- o. Budget for fiscal years (FY) 2014-2017, identifying how the revenue derived from the County Contract is specifically allocated to animal control and shelter services—shelter and field services, spay and neuter (Veterinary services), and management and general budget elements—and not used in other areas of the larger PHS budget.

3. Conduct four or more site visits at the shelter to interview and observe staff including:

- a. Individual and/or group meetings with a minimum of four key personnel who may include the following:
 - i. Senior VP
 - ii. Senior Director
 - iii. Veterinary staff
 - iv. Volunteer manager, etc.
- b. Conduct site visit to observe staff including interviews to ensure completeness of information needed for the audit that includes a minimum of ten of the following staff:
 - i. At least four animal control officers to include at least one swing shift officer
 - ii. Captain / Field Services supervisors
 - iii. One volunteer
 - iv. Manager of animal care/intake
 - v. Two animal care attendants
 - vi. Veterinarian / Veterinarian staff
- c. Observe primary duties of the following staff. For each observation, note any issues that occur during a process, and any treatment not received and reason with the relative percent of total observations.
 - i. A minimum of two receiving staff, with a minimum of four observations (8 observations total) for each item below:
 - a) Intake of animals
 - b) Treatment of animals, on intake
 - ii. A minimum of two kennel staff, with a minimum of four observations (12 observations total) for each item below:

- a) Cleaning of animals
 - b) Feeding of animals
 - c) Animal movement within the shelter
- iii. A minimum of two medical staff, with a minimum of two observations (4 observations total) for each item below:
 - a) Medical treatment of sick or injured animals
 - b) Spay and neuter surgeries
 - iv. A minimum of two customer service staff, with a minimum of two observations (4 observations total) for each item below:
 - a) Customer interactions by phone
 - b) Customer interactions in person
 - v. A minimum of two dispatch staff, for a minimum of two hours observing as many as the below as time will allow:
 - a) Incoming calls from citizens
 - b) Dispatching of the officers as entered into the database
 - c) Outcomes of the calls
 - vi. A minimum of four field services staff (two new & two experienced officers) riding along for a minimum of two business days covering day and swing shifts, exploring the following areas:
 - a) Flow of calls coming to the officer
 - b) Call response
 - c) Call completion
 - d) Animal impoundment

4. Prepare and submit the following report:

- a. A brief written report (20-30 pages) including:
 - i. A 1-3 page executive summary of findings and recommendations.
 - ii. A section covering contract terms and relative compliance in Targets and Exhibit C, with possible corrective actions if and where needed.
 - iii. A section covering best practices recommendations for each of the following areas and the extent to which each is geared towards improving performance, promoting transparency, providing accountability and handling procedural issues:
 - a) Budget
 - b) Data systems
 - c) Policies and procedures
 - d) Staffing
 - e) Shelter operations
 - f) Field operations
 - g) Medical operations
 - h) Contract compliance

- b. Timeline for report;
 - i. Submit first draft by September 28, 2018.
 - ii. Submit second draft by October 26, 2018.
 - iii. Present final draft to all of the County and Cities on or before November 29, 2018.

5. Final meetings with County and City Stakeholders

- a. Review draft reports and synthesized findings
- b. Discuss need for additional data collection to ensure full information for above report topics.

B. LENGTH OF AGREEMENT

The target start date and term for the proposed services is April 2018 through November 2018 to negotiation of a final agreement.

C. FUNDING

Although the contract resulting from this RFP will be funded through the County and 20 cities within the County, there will be a single contract with the County, not to exceed \$150,000.

SECTION III – GENERAL TERMS AND CONDITIONS

Enclosures:

- Enclosure 1 Sample Standard Contract Template
- Enclosure 2 Attachment I: Assurance of Compliance with Section 504 of the Rehabilitation Act of 1973, as Amended
- Enclosure 3 Living Wage Ordinance
- Enclosure 4 County contract with PHS
- Enclosure 5 Budget Template to be completed

Proposal Costs. Costs for developing proposals are entirely the responsibility of the proposer and shall not be charged to the County or otherwise reimbursed by the County.

Proposal Becomes County Property. The RFP and all materials submitted in response to this RFP will become the property of the County.

Questions and Responses Process. Submit all questions relating to this RFP to the designated questions field associated with this RFP at publicpurchase.com.

All questions must be received no later than 12:00pm on January 16, 2018.

All questions and responses will be posted to www.publicpurchase.com.

If changes to the RFP are warranted, they will be posted to the publicpurchase.com website. It is the responsibility of each proposer to check the website for changes and/or clarifications to the RFP prior to submitting a response. A proposer's failure to do so will not provide a ground for protest.

Alteration of Terms and Clarifications. No alteration or variation of the terms of this RFP is valid unless made or confirmed in writing by the County. Likewise, oral understandings or agreements not incorporated into the final contract are not binding on the County.

If a proposer discovers any ambiguity, conflict, discrepancy, omission, or other error in the RFP, the proposer must immediately notify the County of such error in writing and request modification or clarification of the document. If a proposer fails to notify the County of an error in the RFP prior to the date fixed for submission, the proposer shall submit a response at his/her own risk, and if the proposer enters into a contract, the proposer shall not be entitled to additional compensation or time by reason of the error or its later correction.

It is the obligation of all proposing parties to check the publicpurchase.com website for updates regarding the RFP if they wish to be kept advised of clarifications prior to submitting a proposal.

Selection of Provider The selection of a provider will be memorialized in the form of a "County Agreement with Independent contractor" (see the enclosed sample of the Standard Contract Template), authorized by a resolution of the County Board of Supervisors and signed by both parties.

The County reserves the right to reject any proposal without penalty. The County's waiver of any deviation in the proposal shall in no way modify the RFP documents or excuse the proposer from full compliance with any eventual contract.

Once a provider is selected, the Agreement with that provider must still be negotiated and submitted to the San Mateo County Board of Supervisors for approval, and there is no contractual agreement between the selected provider unless and until the Board of Supervisors accepts and signs the Agreement. Selection of a proposal for negotiation of contract terms and eventual submission to County leadership by way of an Agreement does not constitute an offer, and proposers acknowledge by submission of a proposal that no agreement is final unless and until approved by the Board of Supervisors.

Incomplete Proposals May be Rejected. If a proposer fails to satisfy any of the requirements identified in this RFP, the proposer may be considered non-responsive and the proposal may be rejected.

Contact With County Employees. As of the issuance date of this RFP and continuing until the final date for submission of proposals, all proposers are specifically directed not to hold meetings, conferences, or technical discussions with any County employee for purposes of responding to this RFP except as otherwise permitted by this RFP. Any proposer found to be acting in any way contrary to this directive may be disqualified from entering into any contract that may result from this RFP.

Travel Costs. If the services requested will require you or your employees to travel to the Bay Area, and if the County opts to permit travel expenses to be reimbursed, there are some general guidelines regarding reimbursement rates that will apply. In general, the following restrictions should be kept in mind: reimbursement for the actual cost of lodging, meals, and incidental expenses (“LM&I Expenses”) is limited to the then-current Continental United States (“CONUS”) rate for the location of the work being done (San Mateo/Foster City/Belmont, California), as set forth in the Code of Federal Regulations and as listed by the website of the U.S. General Services Administration (available online by searching www.gsa.gov for the term ‘CONUS’); airline and car rental travel expenses (“Air & Car Expenses”) are limited to reasonable rates obtained through a cost-competitive travel service (for example, a travel or car-rental website), with air travel restricted to coach fares and car rental rates restricted to the mid-level size range or below; and certain other reasonable travel expenses (“Other Expenses”) such as taxi fares, parking costs, train or subway costs, etc. may be reimbursable on an actual-cost basis. You should not assume that the County will permit travel from the Bay Area to be reimbursed, and your proposal should include such travel costs if applicable. All travel costs should be included in the total budget that shall not exceed \$150,000.

Miscellaneous. This RFP is not a commitment or contract of any kind. The County reserves the right to pursue any and/or all ideas generated by this RFP. The County reserves the right to reject any and all proposals and/or terminate the RFP process if deemed in the best interest of the County. Further, while every effort has been made to ensure the information presented in this RFP is accurate and thorough, the County assumes no liability for any unintentional errors or omissions in this document. The County reserves the right to waive or modify any requirements of this RFP when it determines that doing so is in the best interest of the County. Finally, the County may revise or clarify aspects of the required services after proposals are submitted by communicating directly to some or all of the providers that submitted proposals.

SECTION IV – REQUEST FOR PROPOSALS PROCEDURE

A. TENTATIVE SCHEDULE OF EVENTS

EVENT	DATE
Release Request for Proposals	December 20, 2017
Questions Submitted to County Deadline	January 16, 2018
Release Responses to Questions	January 23, 2018
Proposal Deadline	January 27, 2018
Formal Review of Proposals ⁽¹⁾	February 9, 2018
Contract Negotiations Begin ⁽¹⁾	February 23, 2018
Protest Deadline ⁽¹⁾	March 2, 2018
Anticipated contract date ⁽¹⁾	April 1, 2018

B. SUBMISSION OF PROPOSALS

Proposal: Submit proposals electronically to www.publicpurchase.com with five hard copies of all documents mailed to Lori Morton-Feazell 225 37th Avenue, San Mateo, CA 94403 by 5:00 p.m. Pacific Standard Time on January 27, 2018.

All responses must be received on public purchase and post-marked by the stated date/time to be considered for award. The County will not be responsible for and may not accept late proposals due to slow internet connection, or for any other electronic failure (including information transmission and internet connectivity failures) of the publicpurchase.com system.

By submitting a proposal, each proposer certifies that its submission is not the result of collusion or any other activity which would tend to directly or indirectly influence the selection process. The proposal will be used to determine the proposer's capability of rendering the services to be provided. The failure of a proposer to comply fully with the instructions in this RFP may eliminate its proposal from further evaluation as determined in the sole discretion of the County. The County reserves the sole right to evaluate the contents of proposals submitted in response to this RFP and to select a contractor, if any.

Proposals received late will not be opened or given any consideration for the proposed services unless doing so is deemed to be in the best interest of the County, as determined in the sole discretion of the County.

C. CONFIDENTIALITY OF PROPOSALS

California Government Code Sections 6250 et seq. (the “California Public Records Act” or the “Act”) defines a public record as any writing containing information relating to the conduct of the public business. The Act provides that public records shall be disclosed upon written request and that any citizen has a right to inspect any public record unless the document is exempted from disclosure. The materials submitted in response to this RFP are subject to the California Public Records Act. Be advised that any contract that eventually arises from this RFP is a public record in its entirety. Also, all information submitted in response to this RFP is itself a public record without exception. Submission of any materials in response to this RFP constitutes a waiver by the submitting party of any claim that the information is protected from disclosure. By submitting materials, you are consenting to release of such materials by the County if requested under the Public Records Act without further notice to you and you agree to indemnify and hold harmless the County for release of such information.

If the County receives a request for any portion of a document submitted in response to this RFP, the County will not assert any privileges that may exist on behalf of the person or entity submitting the proposal, and the County reserves the right to disclose the requested materials without notice to the party who originally submitted the requested material. To the extent consistent with the Public Records Act and applicable case law interpreting those provisions, the County and/or its officers, agents, and employees retain discretion to release or withhold any information submitted in response to this RFP.

Submission of a proposal constitutes a complete waiver of any claims whatsoever against the County and/or its officers, agents, or employees that the County has violated a proposer's right to privacy, disclosed trade secrets, or caused any damage by allowing the proposal to be inspected.

D. PROPOSAL EVALUATION

All proposals received will be evaluated by an RFP Evaluation Committee. During the evaluation process, the County may require a proposer's representative to answer specific questions orally and/or in writing. The County may also require a visit to the proposer's offices, other field visits or observations by County representatives, or demonstrations as part of the overall RFP evaluation. Once a finalist or group of finalists is selected, additional interactions or information may be required. The most qualified individual or firm will be recommended by the RFP Evaluation Committee based on the overall strength of each proposal.

Responses to this RFP must adhere to the format for proposals detailed in Section V - PROPOSAL SUBMISSION REQUIREMENTS. The criteria used as a guideline in the evaluation will include the following:

1. Qualifications of the entity
 - a. Capability and experience of key personnel
 - b. Experience with other public or private agencies to provide these services
 - c. Customer service
 - d. Any open or closed claims and violations against the organization
 - e. Ability to meet any required timelines or other requirements
 - f. References
2. Proposed approach
 - a. Clarity of understanding of the scope of services to be provided
 - b. Appropriateness of the proposed solution/services
3. Budget and financial requirements
 - a. Cost to the County for the primary services described by this RFP
 - b. Clarity by which costs are explained and charged

Inaccuracy of any information supplied within a proposal or other errors may constitute grounds for rejection of the proposal. However, the County may, in its sole discretion, correct errors or contact a proposer for clarification.

Only the material included in the proposal will be evaluated unless additional information is requested by the County. Proposals must be complete without relying on external websites, sales brochures, marketing materials or white papers.

E. PROPOSAL RECOMMENDATION

The Evaluation Committee will recommend a provider or providers or may recommend that the proposals be rejected. The County reserves the right to negotiate with any proposer to finalize an agreement.

F. NOTICE TO PROPOSERS

The County is not required to give notice to proposers in any specific format or on any particular timeline. Prior to execution of a final agreement, the County will notify those who submitted proposals of their non-selection. Proposers may be notified at different times depending on the needs of the County.

G. PROTEST PROCESS

If a proposer desires to protest the selection decision, the proposer must submit by facsimile or email a written protest within five business days after the delivery of the

notice about the decision. The written protest should be submitted to the Lori Morton-Feazell, Animal Control & Licensing Manager, Public Health Policy and Planning Division as outlined below. Protests received after the five business day deadline will not be accepted. Protests must be in writing, must include the name and address of the proposer and the RFP number, and must state all the specific grounds for the protest. As the selection of a proposal involves the assessment of multiple factors, a protest that addresses a single aspect of the selected proposal (for example, comparing the cost of the selected proposal to the cost offered in the non-selected proposal) may not be sufficient to support a successful protest. A protest must include sufficient facts and analysis to establish that the selected proposal, taken as a whole, is inferior to the proposal of the protesting party. The County will respond in writing to a protest within five business days of receiving it, and the County may, at its election, set up a meeting with the protesting party to discuss the concerns raised by the protest. A failure to attend such a meeting, if scheduled, will constitute an abandonment of the protest. The decision of the Manager of Animal Control & Licensing will be final. The protest letter must be sent as follows:

Manager of Animal Control & Licensing
Lori Morton-Feazell
lmorton-feazell@smcgov.org

SECTION V – PROPOSAL SUBMISSION REQUIREMENTS

The proposal should be submitted in the following format:

A. GENERAL INSTRUCTIONS

All proposals should be typewritten or prepared on a computer and have consecutively numbered pages, including any exhibits, charts, and/or other attachments. The proposal in its entirety shall not exceed 30 pages. Anything over 30 pages will not be considered.

All proposals should adhere to the specified content and sequence of information described by this RFP.

Submit one complete electronic version (PDF, Microsoft Word document, etc.) of your proposal and any required attachments to the County via www.publicpurchase.com per the instructions found on the publicpurchase.com website. Submit five hard copies of all documents mailed to Lori Morton-Feazell 225 37th Avenue, San Mateo, CA 94403 by 5:00 p.m. Pacific Standard Time on January 27, 2018.

B. SPECIFIED CONTENT AND DETAILED SEQUENCE OF INFORMATION IN THE RFP

Include sections in the order shown below. Include all information that will enable the Evaluation Committee and, ultimately, the County to make a decision. Failure to provide specific, detailed information may result in a proposal being rejected in favor of a sufficiently-detailed proposal. Any necessary exhibits or other information, including information not specifically requested by this RFP but that you feel would be helpful, should be attached to the end of the proposal.

C. COVER LETTER

Provide a one page cover letter on your letterhead that includes the address, voice and facsimile numbers, and e-mail address of the contact person or persons. List the name and title of each person authorized to represent the proposer in negotiations. Unless the proposer is an individual, all proposals must be signed with a firm/company/partnership/entity name and by a responsible officer or employee indicating that officer or employee's authorization to commit the proposer to the terms of the proposal.

D. TABBING OF SECTIONS

TAB 1—Qualifications Experience, Customer Service, Claims, and Ability to meet Requirements (9 Pages Maximum)

Provide a statement of qualifications for your organization, including an organization chart, a statement of the size of firm, a description of services provided by your organization, and a statement of the extent of experience/history providing the services requested by this RFP.

- a. How many full time employees (FTE's) do you plan to assign to this project if you are selected?
- b. How many people in total are employed by your company? Delineate between employees and consultants/contractors.
- c. If applicable, list the professional qualifications for each individual that would be assigned to provide services requested by this RFP, including date and educational institutions of any applicable degrees, additional applicable training, and any professional certifications and/or licensing. In lieu of listing this information, you may submit a resume or curriculum vitae for each such individual if the resume/CV includes all the requested information.
- d. How will your services meet the needs of County customers and/or the public?
- e. In the event of a routine problem, who is to be contacted within your organization?
- f. In the event of the identification of a problem by the County, its clients/patients, and/or other applicable constituents, describe how you will address such problems and the timeframe for addressing them.

- g. List any current licensure, HIPAA, discrimination claims against you/your organization and those having occurred in the past five years, especially any resulting in claims or legal judgments against you.

TAB 2—Philosophy and Service Model (6 Pages Maximum)

This section describes your philosophy and service model for meeting the services required by this RFP. Relevant considerations include the quality and feasibility of your approach to meeting these needs, the manner in which you plan to provide adequate staffing (including planning for absences and back-up coverage, training, background checks, and staff monitoring, etc.), and equipment or other resources provided by you (if applicable). Keep these considerations in mind as you respond to the following:

- a. Describe how you will fulfill the needs of the County described in this RFP. Attach a project plan, if appropriate.
- b. Identify how you will meet all other aspects of the scope of work and related requirements stated above. List any items that you cannot provide.
- c. Describe the measurements/metrics/deliverables/assessments that you will provide to allow the County to assess the services you will provide.
- d. Provide information on any other pertinent services, if any, that you will offer that will reduce costs or enhance revenue for the County.

TAB 3—Budget and financial requirements (4 Pages Maximum)

- a. Complete the budget template (Enclosure 5) as a separate excel document.
- b. Provide a detailed explanation for all costs identified in the template with your providing the requested services if you are selected.

TAB 4—Statement of Compliance with County Contractual Requirements (1 Pages Maximum)

A sample of the County's standard contract (including Exhibits A and B) is attached to this RFP.

The proposal must state any objections to any terms in the County's contract template and provide an explanation for the inability to comply with the required term. If no objections are stated, the County will assume the proposer is prepared to sign the County standard contract template as-is.

TAB 5—References (2 Pages Maximum)

- a. List at least three business references for which you have recently provided similar services. Include contact names, titles, phone numbers and e-mail addresses for all references provided. Please provide a paragraph summarizing nature of business interactions and outcome.

- b. Provide at least three client/patient references, if applicable and appropriate, for whom you have provided more than occasional services. Include names, titles, e-mail addresses and phone numbers for these individuals.

Tab 6—Additional Documents (5 Pages Maximum)

- a. History of successfully performing services for public or private agencies, please provide two examples.
- b. Any documents that will address your experience or ability to perform the audit.

NOTE: The sample Standard Contract Template enclosed with this RFP is a template and does not constitute the final agreement to be prepared for the selected service provider. Do not insert any information or attempt to complete the enclosed sample contract template. Once a provider is selected, the County will work with the selected provider to draft a provider-specific contract using the template.