

# REQUEST FOR QUALIFICATIONS



Organizational Development Support RFQ

RFQ # 2018-003

County of San Mateo Behavioral Health and  
Recovery Services

Release Date: February 7, 2018

Responses must be Received  
by 4:00 p.m. Pacific Standard Time  
on February 27, 2018

**REQUEST FOR QUALIFICATION**  
**FOR**  
**ORGANIZATIONAL DEVELOPMENT SUPPORT**

Interested respondents must register online with the County at  
<http://www.smchealth.org/bhrs/rfp>

Responses must be submitted electronically to  
[Susann Reed, Contract Manager](#)

[sreed@smcgov.org](mailto:sreed@smcgov.org)

**By 4:00 p.m. Pacific Time on February 27, 2018**

**RESPONSES WILL NOT BE ACCEPTED AFTER THIS DATE AND TIME**

***Note regarding the Public Records Act:***

Government Code Sections 6250 *et seq.*, the California Public Record Act, defines a public record as any writing containing information relating to the conduct of the public business. The Public Record 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 Qualifications is a public record in its entirety. Also, all information submitted in response to this Request For Qualifications is itself a public record **without exception**. Submission of any materials in response to this Request For Qualifications 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 RFQ seeks responses from any and all qualified agencies or individuals to provide strategic direction, implementation assistance, and reporting services. The contracted agency or individual will support work for San Mateo County Behavioral Health and Recovery Services (BHRS) in the Office of Diversity and Equity (ODE). ODE requires assistance with two projects: the Government Alliance on Racial Equity (GARE) and BHRS's Multicultural Organizational Development (MCOB).

### **B. THE REQUEST FOR QUALIFICATIONS PROCESS**

The County of San Mateo seeks by way of this RFQ to solicit quotes from qualified providers regarding the delivery of the services outlined in Section II Scope of Work. Respondents will describe their knowledge and expertise regarding the ability to build team capacity for organizational change and to implement change practices, or similar services. Agencies or individuals must be able to show that they are capable of performing the services requested. Such evidence includes, but is not limited to, the respondent's demonstrated competency and experience in delivering services of a similar scope and type and local availability of the respondent's personnel and equipment resources.

The information in this RFQ is in no way final nor does it represent what may be contained in a future RFP. This RFQ does not constitute a commitment to issue an RFP, award a contract, or pay any costs incurred in the preparation of a response to this request.

## **SECTION II – SCOPE OF WORK**

### **A. DESCRIPTION**

- 1) GARE is a national initiative leading regional trainings on how to dismantle structural racism. San Mateo County Health System participated in the 2017 Bay Area GARE cohort and now needs assistance with implementing the San Mateo County (SMC) specific action plan created this year. The following are deliverables for GARE:
  - Submit a brief (3-7 pages) report on result of the racial equity survey currently being developed by the San Mateo County Health System results;
  - Create performance measures and tracking systems for all Health System divisions to demonstrate progress towards identified goals;
  - Develop equity communication plan, obtain endorsement from Health System and BHRS Communications teams and provide additional support or resources provided;
  - Develop and support a localized structural racism training curriculum;

- Develop tools for GARE Racial Equity Plan implementation roadmap;
  - Submit Final Report.
- 2) MCOD is an on ongoing cultural humility change process within BHRS inspired by the work of Laurin Mayeno, a recognized leader in the field of cultural change. As part of the process, BHRS developed internal goals (as referenced in Attachment A) to support a more inclusive workplace and positive cross-cultural relationships amongst staff. The selected candidate will help set up the infrastructure and support implementation of MCOD goals within BHRS.

The contracted agency or individual will provide technical assistance to these activities. Deliverables for MCOD are:

- Develop and evaluate metrics and/or indicators of MCOD
- Create an MCOD tracking system (may be integrated with GARE system)
- Provide technical assistance (including but not limited to: trainings, creation of materials) for MCOD activities
- Create and submit a final report documenting progress on pilots run by staff, changes to hiring process, and MCOD implementation

## **B. FUNDING**

The estimated total budget for this RFQ is \$25,000.

## **C. ADDITIONAL REQUIREMENTS/CONSIDERATIONS**

For individuals applying to this opportunity, a Master's in Public Health (MPH) and extensive organizational design experience are highly preferred.

## **SECTION III – GENERAL TERMS AND CONDITIONS**

**Register with the County.** All potential respondents must register with the County at: <http://www.smchealth.org/bhrs/rfp> to receive important updates about the RFQ process and responses to any questions posed.

**Read all Instructions.** Read the entire RFQ and all enclosures (if any) before preparing your response.

**Questions and Responses Process.** All questions relating to this RFQ must be submitted in writing and contain a contact name, address, fax, or email for response. Submit questions to:

Susann Reed, Contract Manager  
Behavioral Health and Recovery Services  
2000 Alameda de las Pulgas, Ste. 280  
San Mateo, CA 94403

All questions must be received no later than 12:00 p.m. on February 15, 2018.

All questions and responses will be posted on the County website: <http://www.smchealth.org/bhrs/rfp>.

If changes to the RFQ are warranted, they will be posted to the County website: at <http://www.smchealth.org/bhrs/rfp>. It is the responsibility of each respondent to check the website for changes and/or clarifications to the RFQ prior to submitting a response.

**Contact With County Employees.** As of the issuance date of this RFQ and continuing until the final date for responses, all respondents are specifically directed not to hold meetings, conferences, or technical discussions with any County employee for purposes of responding to this RFQ except as otherwise permitted by this RFQ.

Respondents may submit questions or concerns about the RFQ process using the questions and answers process as stated above.

**Miscellaneous.** This RFQ is not a commitment or contract of any kind. The County reserves the right to pursue any and/or all ideas generated by this RFQ. The responses shall be used to determine the respondent's ability to render the services to be provided. The failure of a respondent to comply fully with the instructions in the RFQ may eliminate its response from further evaluation as determined at the sole discretion of the County.

## **SECTION IV – REQUEST FOR QUALIFICATIONS PROCEDURE**

This section describes the general RFQ procedure used by the County, and the remaining sections of this RFQ list the requirements.

### **A. TENTATIVE SCHEDULE OF EVENTS**

<b>EVENT</b>	<b>DATE</b>
Release Request for Qualifications	2/6/2018
Questions Submitted to County Deadline	2/15/2018
Release Responses to Questions	2/19/2018
RFQ Response Deadline	2/27/2018
Review of Responses <sup>(1)</sup>	3/9/2018

(1) Dates are subject to change

## **B. SUBMISSION OF RESPONSES**

All responses must be received by 4:00 p.m. Pacific Standard Time on February 27, 2018 in order to be considered for review. The County may not accept late responses and will not be responsible for slow internet connection, or for any other electronic failure.

## **C. RESPONSE REVIEW AND SELECTION**

During the review process, the County may require a respondent's representative to answer specific questions orally and/or in writing. The County may also require a visit to the respondent's offices, other field visits or observations by County representatives, or demonstrations as part of the overall RFQ review.

Responses to this RFQ must adhere to the format detailed in Section V - RESPONSE SUBMISSION REQUIREMENTS. The criteria used as a guideline in the review will include, but not be limited to, the following:

- Firm qualifications and experience, including capability and experience of key personnel and experience with other public or private agencies to provide these services
- Proposed approach, including clarity of understanding of the scope of services to be provided and appropriateness of the proposed solution/services
- History of successfully performing services for public or private agencies
- Ability to meet any required timelines or other requirements
- References
- Compliance with County RFQ and County requirements

## **SECTION V – RESPONSE SUBMISSION REQUIREMENTS**

The response should be submitted in the following format:

### **A. GENERAL INSTRUCTIONS**

All responses will be typewritten or prepared on a computer using Arial 12 point font, 1" margins and 1.5" line spacing. Responses should be no more than 10 pages. The response will have consecutively numbered pages, including any exhibits, charts, and/or other attachments.

All responses should adhere to the specified content and sequence of information described by this RFQ in Section V.C. Response Content and Format.

Submit one (1) complete electronic (PDF, Microsoft Word document, etc.) version of your response and any required attachments to: Susann Reed, Contract Manager via email at [sreed@smcgov.org](mailto:sreed@smcgov.org).

## **B. 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 of each person authorized to represent the respondent in negotiations.

## **C. RESPONSE CONTENT AND FORMAT**

- 1) Response Narrative Items below contain brief descriptions of material that must be included in this response.
  - Summary of Qualifications  
Describe the agency's previous experience with organizational development or change management, equity and inclusion, and working with public agencies. Describe how this program will fit into your overall organization. Attach an organizational chart.
  - Service Methodology  
Provide samples of work including: metrics for change processes, two (2) sets of training materials, two (2) final reports, and two (2) visual representations of data.
  - Staffing – Organizational Capacity  
Identify the person who will be dedicated to this County project. Provide their qualifications for the role, including the level of education, background and experience that this person has. Indicate the individual's capacity (work time available) for this project.
  - Implementation Timeline  
Describe your proposed implementation work plan, including timeline for the implementation of services. Demonstrate the capacity to implement the program in 2018.
  - References  
Include three references recently familiar with the quality and reliability of the respondent's work. Include the name, mailing address, contact person, and phone number for each reference.
  - Insurance  
The County has certain insurance requirements that must be met. In most situations those requirements include the following: the contractor must carry \$1,000,000 or more in comprehensive general liability insurance; the contractor must carry motor vehicle liability insurance, and if travel by car is a part of the services being requested, the amount of such coverage must be at least \$1,000,000; if the contractor has two or more employees, the contractor must carry the statutory limit for workers' compensation



insurance; if the contractor or its employees maintain a license to perform professional services (e.g., architectural, legal, medical, psychological, etc.), the contractor must carry professional liability insurance; and generally the contractor must name the County and its officers, agents, employees, and servants as additional insured on any such policies (except workers compensation). Depending on the nature of the work being performed, additional requirements may need to be met.

o Cost Analysis and Budget for Primary Services

Provide a detailed explanation for all costs associated with providing the requested services. If you anticipate activities to cost more than what is indicated below, then include a detailed explanation justifying your estimated cost. Rates for deliverables are as follows:

ACTIVITY		TOTAL PER YEAR
A1	Submit report (3-7 pages) on racial equity survey results	\$500
A2	Creation of performance measures and tracking system for all Health System divisions that demonstrates progress towards identified goals	\$7,000
A3	Develop equity communication plan, obtain endorsement from Health System and BHRS Communications teams, and provide additional support or resources	\$2,000
A4	Develop and support a localized structural racism training curriculum	\$2,000
A5	Develop tools for GARE Racial Equity Plan implementation roadmap	\$2,000
A6	Develop and evaluate 5-10 metrics and/or indicators of MCOD	\$1,000
A7	Create a MCOD tracking system (may be integrated with GARE system)	\$3,000
A8	Provide technical assistance (including but not limited to: trainings, creation of materials) for MCOD activities	\$3,000
A9	Create and submit a final report with data visualizations documenting progress on pilots run by staff, changes to hiring process, and MCOD and GARE implementation (must be approved by ODE Director)	\$3,000
<b>TOTAL</b>		<b>\$23,500</b>

Completion dates for deliverables will be negotiated with the selected provider at time of contract.

# ATTACHMENT A

## BHRS Leadership

### Multicultural Organizational Development (MCO) Goals

Developed and Approved BHRS Leadership 10/2017

## Internalized/Personal

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**GOAL 1:** By March 2018, each member of BHRS Leadership will develop professional development goals to specifically enhance multicultural organizational development.

- **Goal 1a: Take the Harvard Implicit Association Test** in order to better understand implicit bias.
- **Goal 1b: Develop a personal mission statement** that articulates how cultural humility, equity, and inclusion are embedded in their daily work and area of responsibility.

## Interpersonal

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**GOAL 2:** Beginning March 2018, all BHRS supervisors and managers will incorporate cultural humility principles into their one-on-one and team supervision.

- **Goal 2a:** Each member of BHRS Leadership and all staff will **complete a training on cultural humility and social determinants of health.**
- **Goal 2b:** Each member of BHRS Leadership will **complete a training on crucial conversations in multicultural organizations** in order to facilitate group discussions on what it means to create safe spaces and enable more authentic and effective communication in the workplace.

## Cultural

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**GOAL 3:** BHRS Leadership will **include principles of inclusion and equity into the BHRS mission/vision/value statements.**

**Goal 4:** all individual teams/ units will **review BHRS' and/or any team policies and procedures** to ensure staff feel fully included and practices are reflective of the contributions and interests of the wide diversity of cultural and social identity groups.

**Goal 5:** By June 2018, BHRS will **initiate efforts to improve trust in the workplace** by operationalizing the Standard Work for Building Trust (SDPH best practice framework) in order to develop a more open and safe culture of communication across all levels of BHRS staff.

## Institutional

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**Goal 6:** By Dec 2017, BHRS will develop and implement strategies to diversify its workforce.

- **GOAL 6a (Recruitment): Establish a multicultural recruitment policy** for HR that includes (1) posting job opportunities to diversity recruitment sites (e.g. Professional Diversity Network), (2) adding language on job postings stating that BHRS values and encourages diverse applicants and is committed to equity and inclusion in order to reach diverse candidates including for Leadership positions, and (3) incorporating the practice of cultural humility into existing and future job responsibilities.
- **GOAL 6b (Hiring): Implement inclusive hiring practices** by (1) including questions related to diversity and equity principles as part of the application and department interview, and (2) including people of color and people with lived experience on interview panels in order to hire leaders who embody cultural humility.
- **GOAL 6c (Onboarding): Instill principles of cultural humility in the onboarding process** by creating a manager, supervisor required suites of trainings including cultural humility, crucial conversations, and facilitating and managing multicultural teams and incorporating principles of cultural humility in the BHRS New Hire Orientation and the BHRS College in order to establish a foundation amongst new hires.

**GOAL 7:** By December 2017, BHRS supervisors and managers will increase their presence in the community, particularly among marginalized groups.

- **Goal 7a: Actively participate in community meetings** such as HEI's and CSA's or other community collaboration that supervisor and/or manager does not identify with.
- **Goal 7b: Develop a process for soliciting community feedback** in order to better understand the strengths and needs of historically excluded groups.

**GOAL 8:** By June 2018, BHRS will **establish and implement a neutral process or mechanism to address issues related to microaggressions and discrimination based on racism, sexism, genderism, age, privilege, and other inequities**, to support individuals and teams beyond any existing conflict resolution policies.

**GOAL 9:** By Dec 2017, BHRS will **incorporate SOGI/REAL (Sexual Orientation Gender Identity/Race Ethnicity and Language) questions** in intake and Electronic Health Record (Avatar) demographic collection in order to address SOGI and REAL issues in clinical services and consultations.

**Goal 10:** By June 2018, BHRS will **create opportunities for staff to share their personal experiences** by offering activities such as Photovoice and digital storytelling workshops to staff through LMS Wellness and providing venues to showcase their stories, in order to hear others' experiences at BHRS and develop shared purpose across leadership and staff.