

COUNTY OF MARIN



DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION OF HOMELESSNESS AND COORDINATED CARE

REQUEST FOR PROPOSALS (RFP)

Homelessness System of Care – Strategic Refresh

RFP-HHS-2026-14

DATE ISSUED:

September 14, 2026

DEADLINE FOR SUBMISSIONS:
PST

October 28, 2026 by 3:00 PM

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Table of Contents

I. BACKGROUND.....	3
Homelessness System of Care - Strategic Refresh.....	4
Purpose	4
II. PROJECT DESCRIPTION AND EXPECTATIONS.....	6
A. Project Period	6
B. Available Funding.....	6
C. Target Population	6
D. Project Description	7
E. Intended Outcomes, Goals, or Objectives:.....	9
F. Reporting and Performance Requirements.....	9
III. REQUIREMENTS AND EXPECTATIONS FOR GRANTEES.....	10
A. Summary of Contract Terms, Conditions and Requirements.....	11
B. Insurance.....	11
C. Administrative and Legal Requirements.....	11
IV. TENTATIVE TIME SCHEDULE.....	13
V. PROPOSAL INSTRUCTIONS.....	13
A. Cover Page (Attachment A – See template)	13
B. Applicant Capability (Limit 3 pages per Program Proposal)	14
C. Non-Collusion Affidavit (Attachment E)	15
D. Budget Worksheet (Attachment C)	15
E. Supplemental Materials (No Page Limit)	15
VI. PROPOSAL SUBMISSION REQUIERMENTS	15
A. General Policies.....	15
B. Submission Deadline and Format	16
C. Contact between Applicant and County.....	17
VII. PROPOSAL REVIEW AND SECLECTION PROCESS.....	18
A. Proposal Review and Selection	18
B. Protest Procedure	19
C. Post Award	20

I. BACKGROUND

A. County of Marin Department of Health and Human Services

Marin County is located in the San Francisco Bay Area, immediately north of the Golden Gate Bridge. Covering 520 square miles, the County is home to approximately 262,321 residents. Most residents live in urban areas along the Highway 101 corridor within 11 incorporated cities and towns, while rural communities are primarily located in West Marin.

Marin County has one of the highest median household incomes among California's 58 counties. According to the [2022 County Health Rankings & Roadmaps](#) report by the University of Wisconsin and the Robert Wood Johnson Foundation, Marin ranks among the healthiest counties in the state, scoring highly in areas such as quality of life, clinical care, and social and economic factors. At the same time, the [Race Counts](#) report identifies Marin as having some of the largest racial disparities in California across health, housing, income, and education.

The Department of Health and Human Services (HHS) is committed to promoting and protecting the health, well-being, self-sufficiency, and safety of all Marin County residents. HHS plays a critical role in providing safety net services, including those for individuals who are uninsured, enrolled in Medi-Cal or Medicare, or in need of crisis services.

The [2025–2028 HHS Strategic Plan](#), Future Forward: Redefining Health and Wellness in Marin County, outlines key priorities and commitments to guide the department's work. The plan emphasizes:

- Using data to identify and address disparities
- Engaging communities in shaping solutions
- Supporting staff and partners in delivering culturally responsive services
- Collaborating across sectors to reduce barriers and promote equity-driven change

These commitments are organized around five strategic priorities:

1. **Advance Racial Equity** – Lead with race to address and reduce systemic disparities
2. **Improve Community Conditions and Services** – Expand access to inclusive, place-based services
3. **Foster Community Partnerships** – Strengthen collaboration and trust with community organizations
4. **Optimize Workforce** – Build and support a diverse, resilient HHS workforce
5. **Boost Data Collection and Analysis** – Leverage data to support equity and continuous improvement

This strategic plan reflects both the department's ongoing efforts and the input of community members, staff, and partners. It builds on prior achievements while setting a course for equitable and effective health and human services delivery throughout Marin County.

Homelessness System of Care - Strategic Refresh

Purpose

The County of Marin Health and Human Services (HHS), in collaboration with the Marin County Continuum of Care (CoC) and system partners, invites proposals from qualified individuals or organizations to facilitate a Strategic Refresh of Marin's existing homelessness strategic plan.

This Strategic Refresh is not the development of a new strategic plan. Marin's existing homelessness strategic plan continues to reflect the County system of care's core goals, focus areas, and values. The purpose of this procurement is to engage a neutral facilitator to guide a structured, time-limited partner process that will: (1)

surface and validate priority gaps that have emerged over time; (2) explore and document the root drivers of those gaps; and (3) support system partners in co-developing targeted course corrections and refreshed implementation priorities aligned with the existing plan.

The consultant's primary role is to design and facilitate a short term (less than six months) series of working sessions with system partners and people with lived experience, as appropriate, capture decisions and areas of agreement, consolidate feedback between sessions, and iteratively build a final Strategic Refresh Report and Implementation Roadmap for County and Continuum of Care (CoC) approval.

Background

Marin County's homelessness response system is grounded in an established strategic framework that includes Coordinated Entry and a Housing First orientation, as well as a set of long-term solutions and priorities developed through the Marin Continuum of Care (CoC) and system partners. That strategic framework emphasizes aligning resources around housing outcomes, prioritizing people with the highest needs, improving outreach coordination, strengthening linkages to health and behavioral health services, improving data sharing and performance tracking, and advancing youth systems integration.

Since the launch of the most recent strategic plan, Marin has made meaningful progress, including increased housing placements, strengthened coordinated entry processes, and expanded partnerships across homeless services, health care, and behavioral health. At the same time, disruptions from COVID-19, workforce turnover, fluctuating one-time funding, continued inflow into homelessness, and a changing Federal and State funding landscape have created new challenges. These changes have contributed to emerging system gaps, uneven implementation across program areas, and increased administrative and coordination burdens across providers and County partners.

The County is therefore seeking a consultant to facilitate a focused Strategic Refresh process that centers partner collaboration and shared ownership. The consultant will support the group in documenting current funding and policy conditions, gaps and root drivers, prioritizing feasible course corrections, clarifying roles and accountability, and producing a final written product that reflects the direction generated through the facilitated process.

Underlying Philosophies / Guiding Principles

The County intends for this Strategic Refresh to be practical, time-limited, and action-oriented. The selected consultant will be expected to operate according to the following guiding principles:

1. Build on what exists not the creation of a new plan: Validate the continued relevance of the existing plan's core elements and focus on course corrections and refreshed implementation priorities rather than developing a new strategic plan.
2. Facilitation and co-creation: Use structured working sessions to help partners generate, test, and refine the elements of the Strategic Refresh, with the consultant consolidating direction and feedback between sessions.
3. Systems-level perspective: Address system performance and cross-system alignment (e.g., housing, shelter, outreach, behavioral health, healthcare, justice, prevention), including the policies, workflows, funding structures, and partnerships that drive outcomes.
4. Equity-centered and inclusive: Incorporate diverse stakeholder perspectives and include meaningful engagement with people with lived experience, with a focus on understanding and reducing disparities.
5. Data-informed and reality-tested: Incorporate available quantitative and qualitative data and ground discussions and recommendations in operational realities and current context.
6. Transparency and shared accountability: Improve clarity about roles, responsibilities, decision pathways, and accountability mechanisms.

7. Actionable outputs: Produce clear, prioritized recommendations and an implementation roadmap with near-term actions and longer-term adjustments as appropriate.

Only one proposal may be submitted from a single proposer. Collaborative proposals that show a strong partnership to develop a robust program that does not lead to duplicative or fragmented services are also acceptable.

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

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

II. PROJECT DESCRIPTION AND EXPECTATIONS

A. Project Period

The contract award will be made on a competitive basis. The anticipated contract period is 18 months from January 1, 2027 to June 30, 2028. This contract may be renewed for 1 number of years before a new procurement process. The County reserves the right to: increase or decrease the contract amount, fund the proposed service in whole or in part, and terminate or extend the program/contract based on funding availability.

B. Available Funding

The County anticipates a total not-to-exceed amount of \$100,000 for the Strategic Refresh process described in this RFP. The proposed budget should include all costs necessary to complete the full scope of work and deliverables described in this RFP, including project management, facilitation and meeting design, stakeholder engagement, data review and analysis, synthesis and writing, development of recommendations and implementation roadmap, and presentations to leadership bodies.

The County encourages applicants to propose a budget structure that is clear, reasonable, and aligned with the proposed workplan. Applicants may propose either:

- A fixed-price budget organized by tasks/deliverables; and/or
- An hourly, not-to-exceed budget that includes labor categories, billing rates, and estimated hours by task.

Allowable costs may include reasonable travel and meeting-related expenses necessary to conduct stakeholder engagement in Marin County. Any proposed travel or other direct costs must be clearly itemized and justified. The County reserves the right, at its sole discretion, to negotiate the final scope, deliverables, timeline, and budget with the selected proposer(s), consistent with the intent of this RFP and subject to funding availability.

C. Target Population

For purposes of this RFP, the target population is the set of stakeholders and community members who must be engaged in the Strategic Refresh process. The selected consultant will design and facilitate an engagement approach that is inclusive, equity-centered, and feasible within the project timeline, and that results in clear, actionable findings about system gaps and their root drivers.

At minimum, the consultant's engagement plan must include meaningful opportunities for input from the following groups:

People with Lived Experience

- People currently experiencing homelessness (unsheltered and sheltered)
- People who have exited homelessness to permanent housing (including PSH and rapid rehousing)
- Youth and young adults (YYA) with lived experience (including unaccompanied minors and transitional-aged youth)

Homeless System of Care Providers and Partners

- Homeless outreach, shelter, transitional housing, housing navigation, and case management providers
- Permanent supportive housing, rapid rehousing, and other permanent housing providers/partners
- Coordinated Entry (CE) operators and CE partner agencies
- Behavioral health and recovery services providers (mental health and substance use), including crisis response partners
- Health care partners involved in care coordination (including CalAIM Enhanced Care Management and Community Supports partners, as applicable)
- Domestic violence service providers and other specialized/underserved population providers, as applicable

Public Sector and System Leadership

- County Executive, County Departmental, and HHS Executive and Divisional leadership and key operational staff involved in homelessness system design, contracting, performance management, and data
- Marin Continuum of Care (CoC) leadership and relevant CoC bodies/committees
- City and town partners and other public agencies involved in homelessness response coordination
- Public safety and justice partners whose work intersects with homelessness (e.g., probation, law enforcement, courts), as appropriate for the scope

Community and Cross-System Partners (as relevant to identified gaps)

- Schools, youth-serving organizations, and prevention/diversion partners
- Workforce/employment and benefits partners
- Philanthropic and funding partners (as applicable)

The consultant shall propose an engagement strategy that identifies stakeholder groups to engage, methods of engagement (e.g., interviews, focus groups, facilitated workshops, surveys), how lived experience input will be supported and incorporated, and how findings will be documented and validated with system leadership.

D. Project Description

The County seeks a qualified consultant to facilitate a Strategic Refresh of Marin's homelessness strategic plan. This work is intended to strengthen implementation and system performance by engaging system partners in a structured process to identify emerging gaps, explore what is driving them, and co-develop targeted course corrections. The Strategic Refresh is not the creation of a new strategic plan; it builds on the existing plan's core elements, goals, and focus areas.

1. Project Initiation and Workplan

Outcome/Deliverable: Final workplan and project schedule.

Recommended Actions:

- Conduct a project kickoff meeting with County staff to confirm scope, roles, decision-making pathways, communications protocols, and timelines.
- Develop a detailed workplan that includes the proposed meeting/workshop sequence, engagement methods, preparation tasks (pre-reads, facilitation design), and an approach to capturing decisions and

documenting outputs after each session.

- Identify schedule risks (e.g., stakeholder availability) and propose mitigation strategies.

2. Baseline Review and Preparation Materials

Outcome/Deliverable: Current State / Baseline Discussion Packet (brief memo or slide deck) to validate with County/system leadership and use as pre-read.

Recommended Actions:

- Review existing County and CoC materials relevant to Marin’s homelessness response system and the current strategic plan framework.
- Prepare a brief “current state” summary of system structure and core processes (e.g., outreach, shelter, housing pathways, coordinated entry, prevention/diversion as applicable).
- Summarize current operational realities, including funding, capacity, and workforce constraints, in a concise format that supports partner discussion.
- Develop a proposed “gap discussion framework” to guide partner working sessions (e.g., service component gaps, workflow barriers, cross-system coordination, performance management/data issues).

3. Facilitated Working Sessions (Partner Co-Development)

Outcome/Deliverable: Meeting agendas/materials and post-session summaries after each convening (typically within 5 business days).

Recommended Actions:

- Design and facilitate a three-to-four month series of structured working sessions with system partners (and people with lived experience, as appropriate) to generate the elements of the Strategic Refresh.
- Facilitate interviews and/or small-group listening sessions as needed to inform session design and ensure a broad range of perspectives are captured.
- Facilitate a sequenced set of working sessions (e.g., steering/leadership sessions and broader partner workshops) to validate priority gaps, explore root drivers, define course corrections, and refresh implementation priorities.
- Use facilitation methods that support productive discussion, transparency, and shared decision-making (e.g., structured agendas, decision prompts, breakouts, prioritization exercises).
- Document outputs after each session, including themes, decisions, unresolved questions, and action items.

4. Gap Identification and Root Driver Synthesis (Iterative)

Outcome/Deliverable: Iterative Draft Strategic Refresh (rolling document updated after each major working session).

Recommended Actions:

- Support partners in distinguishing symptoms from root drivers and capturing a validated set of gap statements and driver narratives.
- Consolidate input between sessions and maintain an evolving “Strategic Refresh Draft” that reflects emerging direction and areas requiring validation.
- Ensure the draft reflects partner-generated direction and clearly documents points of alignment, decisions made, and issues requiring follow-up.

5. Course Corrections and Implementation Roadmap (Co-Created)

Outcome/Deliverable: Draft Implementation Roadmap for validation in working sessions.

Recommended Actions:

- Facilitate partner development of targeted course corrections that align with the existing strategic plan’s core direction and are feasible within Marin’s operational environment.
- Develop a draft roadmap that includes near-term actions (e.g., next 6–12 months) and mid-term actions (e.g., 12–24 months).
- Identify proposed owners/partners for each action and clarify roles where appropriate.

- Document key dependencies (policy, staffing, data, funding, partner commitments).
- Include suggested indicators to monitor progress and accountability.

6. Validation, Final Deliverables, and Presentations

Outcome/Deliverable: Final Strategic Refresh Report, Final Implementation Roadmap, and presentation materials with facilitated presentation(s) as requested.

Recommended Actions:

- Facilitate one or more validation sessions with designated leadership and governance bodies to confirm final direction.
- Incorporate feedback and produce final deliverables suitable for County approval and immediate use in system planning, contracting, and performance management.
- Prepare a concise slide deck and present final findings and recommendations to County and system leadership bodies, as requested.

E. Intended Outcomes, Goals, or Objectives:

Intended Outcomes

1. **Partner-generated Strategic Refresh:** System partners and the County co-develop a shared set of refreshed implementation priorities, course corrections, and accountability mechanisms aligned with Marin's existing homelessness strategic plan.
2. **Shared understanding of gaps and root drivers:** Through facilitated discussion informed by available data and stakeholder input, partners reach a common understanding of priority gaps and the underlying drivers contributing to them.
3. **Actionable roadmap for implementation:** The County receives a prioritized Implementation Roadmap with owners, timelines, dependencies, and suggested indicators that can be acted upon immediately.

Goals

1. **Facilitate a structured, inclusive partner process:** Design and lead a time-limited sequence of convenings that meaningfully engages system partners and people with lived experience (as appropriate) and supports transparent synthesis and decision-making.
2. **Refresh implementation priorities for near-term impact:** Produce prioritized, feasible course corrections and a practical roadmap that reflects current realities and is positioned for implementation within Marin's system of care.

Objectives

1. Convene and facilitate a sequenced set of working sessions that validate priority gaps and explore root drivers across key system components and cross-system interfaces.
2. After each convening, consolidate input, document decisions and action items, and update an iterative draft Strategic Refresh document for review in the next session.
3. Facilitate partner development of a prioritized Implementation Roadmap that identifies actions, owners/partners, timelines, dependencies, and suggested indicators, and produce a final report for County approval.

F. Reporting and Performance Requirements

The selected consultant will be responsible for providing regular project status updates, high-quality meeting materials, and iterative draft outputs that reflect direction generated through the facilitated process. Reporting requirements are intended to ensure transparency, shared accountability, and timely decision-making throughout the Strategic Refresh period.

Regular Project Management and Check-Ins

At minimum, the consultant shall:

- Participate in a standing project management meeting with County staff no less than bi-weekly (frequency may increase during peak convening periods).
- Provide a brief written status update prior to each standing meeting that includes progress to date, upcoming activities, risks/issues, decisions needed, and any schedule impacts.
- Maintain and update the current project workplan and timeline.

Working Session Materials and Post-Session Summaries

For each facilitated working session, workshop, or validation meeting:

- Provide agendas and materials (e.g., slide decks, pre-reads, exercises) in advance, typically at least 3 business days prior unless otherwise agreed.
- Provide a written post-session summary documenting key themes, decisions, open questions, and action items, typically within 5 business days following the session.
- Ensure documentation protects confidentiality and does not attribute sensitive comments to individuals unless explicitly authorized.

Iterative Drafting

- Maintain an iterative draft Strategic Refresh Report and Implementation Roadmap, updated after major sessions to reflect partner-generated direction.
- Identify sections requiring County decision or partner validation and bring them forward in subsequent convenings.

Required Deliverables (Minimum)

1. Final workplan and project schedule
2. Baseline discussion packet (current state summary and facilitation framework)
3. Session agendas/materials and post-session summaries for each convening
4. Iterative draft Strategic Refresh (rolling document updated throughout)
5. Draft and final Implementation Roadmap
6. Final Strategic Refresh Report
7. Presentation materials and facilitated presentation(s) to designated County/system leadership bodies

Minimum Performance Expectations

The County will monitor consultant performance based on, at minimum:

- **Timeliness:** Completion of convenings, draft updates, and final deliverables according to the approved schedule (or revised schedule approved by the County).
- **Facilitation quality:** Sessions are well-designed, inclusive, and oriented toward clear outputs and decisions.
- **Synthesis and usability:** Post-session summaries and iterative drafts clearly capture direction and are decision ready.
- **Collaboration:** The consultant works productively with County staff and system partners and communicates risks and needs promptly.

III. REQUIREMENTS AND EXPECTATIONS FOR GRANTEES

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

A. Summary of Contract Terms, Conditions and Requirements

The contractor shall be required to comply with the Americans With Disabilities Act of 1990, Sections 504 and 508 of the Rehabilitation Act of 1973 as amended, and all other applicable Federal and State accessibility laws and regulations; this Request for Proposal RFP-HHS-2026-14; and the terms and conditions required by the original funding source for the programs and services described by this RFP and the terms and conditions of the County of Marin's Professional Services Contract. The County's Professional Services Contract contains specific provisions, including but not limited to nondiscrimination in hiring and in the provision of services, program evaluation, record keeping, payments, limitations and obligations, conflict of interest, indemnification and insurance, assignment, and HIPAA. By submitting an Proposal, the applicant agrees to be bound by all terms and conditions of the County's Standard Professional Services Contract.

B. Insurance

The County requires that contractors carry \$1,000,000 in liability insurance (\$2,000,000 aggregate). The County must be named as an additional insured, and specific language must be included on the signed endorsement to the policy. The required insurance coverage requirements include automobile insurance and is described in the County of Marin's Standard Professional Services Contract, attached hereto as Attachment D. Prior to submitting a proposal, it is strongly suggested that applying entities be certain of the ability to secure this insurance and the additional insured endorsement if they are awarded the contract. The County reserves the right to impose additional insurance requirements based on the type of service delivered, examples include but are not limited to cybersecurity liability insurance or sexual misconduct and molestation liability.

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

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

C. Administrative and Legal Requirements

1. Contractors will be paid on a monthly basis, following the submission of an invoice for services performed to County's satisfaction. Specific instructions will be provided to the contractor upon award of a contract. Services will be reimbursed for contracted services provided on the monthly invoices, not to exceed the total contract amount. It is the responsibility of the contractor to track expenditures and any services provided by contractor and/or subcontractors. Expenses that exceed the allocation will not be reimbursed.
2. This RFP and any resulting agreement, contract, and purchase order shall be governed by all applicable federal, state and local laws, codes, ordinances and regulations, including but not limited to, those promulgated by CAL-OSHA, FED-OSHA, EPA, EEOC, DFEH, the California State Department of Health Services, and the County of Marin. All matters and subsequent contract shall be governed by, and in accordance with, the substantive and procedural laws of the State of California. The applicant agrees that all disputes arising out of or in connection with the Professional Services Contract and the procurement process shall be construed in accordance with the laws of the State of California and that the venue shall be in Marin County, California.

3. Nuclear Free Zone: The County is a nuclear free zone, in which work on nuclear weapons or the storage or transportations of weapons-related components and nuclear material is prohibited or appropriately restricted. The County is prohibited or restricted from contracting for services or products with, or investing County funds in, any nuclear weapons contractor.
4. Non-Appropriations: The County's performance arising from this RFP process is contingent upon the availability of funds. Should funds not be appropriated or otherwise made available to the County, any contract entered into pursuant to this RFP will be terminated with respect to any payments for which such funds are not available.
5. Applicant must be legally authorized to conduct business in the State of California and have established administrative and program resources to provide services in Marin County. The applicant must also have appropriate federal, state and local permits or certifications necessary to perform the services that are the subject of this RFP.
6. Prior to executing a contract, the applicant (and any subcontractors/partners) must be able to provide the following written policies and procedures that comply with and are otherwise acceptable to the federal, state and local statutes, laws, regulations, and ordinances:
 - a. Conflict of interest policy for staff and governing boards, if applicable.
 - b. Grievance procedure for customers and clients.
 - c. Does not discriminate against nor deny employment or services to any person on the grounds of race, color, religion, sex, national origin, age, disability, citizenship, political affiliation or belief.
 - d. Complies with the 1990 ADA, the Americans with Disabilities Act, Sections 504 and 508 of the Rehabilitation Act of 1973 as amended, and all other applicable Federal and State accessibility laws and regulations.
7. Applicants must have proven fiscal capacity including capacity for fund accounting.
8. Applicants must have access to non-County funds sufficient to cover any disallowed costs that may be identified through the audit process.
9. Applicants must agree that state, federal, and local monitors or auditors may review provider facilities and relevant financial and performance records to ensure compliance with funding requirements.
10. Applicants must be eligible to receive Federal funds.
11. Applicants must comply with the Levine Act and all applicable laws regarding political campaign contributions.
12. Contractors must comply with all reporting requirements set forth by the Marin Department of Health and Human Services and the State Department of Health Care Services.
13. Applicants must have the demonstrated ability to collect outcome data, which measure performance to plan.
14. If applicable, Contractor shall maintain medical records required by the California Code of Regulations. Notwithstanding the foregoing, Contractor shall maintain beneficiary medical and/or clinical records for a period of ten (10) years, except that the records of persons under age eighteen (18) at the time of treatment shall be maintained: a) until one (1) year beyond the person's eighteenth (18th) birthday or b) for a period of ten (10) years beyond the date of discharge, whichever is later.

15. Contractor agrees to administer/utilize any and all survey instruments as directed by the County Department of Health and Human Services, including outcomes and satisfaction measurements if applicable. Contractors must also comply with all reporting requirements set forth by the Department of Health and Human Services and the State Department of Health Care Services, including, but not limited to, completion of cost reports, annual provider self-audits and site visits.
16. Cultural Competency: All program staff shall receive at least four hours of in-service training per year on some aspect of providing culturally and linguistically appropriate services. At least once per year and upon request, Contractor shall provide County with a schedule of in-service training(s) and a list of participants at each such training. Programs should implement National Culturally and Linguistically Appropriate Services (CLAS) Standards.

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

IV. Tentative Time Schedule

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

RFP Advertised	September 14, 2026
RFP Released to Prospective Applicants	September 14, 2026
Question/Answer Period Opens	September 14, 2026
Pre-Proposal Conference	October 6, 2026 – 3pm
Question/Answer Period Closes	October 9, 2026 - 3pm
RFP Answers Posted	October 16, 2026
RFP Due	October 28, 2026 - 3pm
Proposal Review and Selection Process	November 2026
Notification of Intent to Award	November 2026
Protest Period	Five days post notice of non-acceptance
Public Announcement	November 2026
Board of Supervisors contract approval*	December 2026
Contract Start Date**	January 2027

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

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

V. PROPOSAL INSTRUCTIONS

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

A. Cover Page (Attachment A – See template)

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

B. Applicant Capability (Limit 3 pages per Program Proposal)

Proposers must demonstrate the capacity, experience, and approach necessary to successfully lead a time-limited, systems-level Strategic Refresh of Marin County's homelessness strategic plan through facilitated partner co-development. Proposers should clearly describe their qualifications and provide specific examples of similar facilitation-driven work completed for comparable public-sector or Continuum of Care systems.

At minimum, proposers must demonstrate:

1. Facilitation and process design expertise for complex, multi-stakeholder working sessions that produce concrete outputs and decisions.
2. Any homelessness system knowledge, including Coordinated Entry, outreach, shelter, housing interventions, and cross-system interfaces (behavioral health, healthcare, justice, prevention/diversion).
3. Ability to guide partners in identifying gaps and root drivers and to synthesize partner input into an iterative draft document that is updated after each convening.
4. Equity-centered engagement practice, including meaningful engagement with people with lived experience and strategies to reduce disparities through system improvement.
5. Strong communication and writing skills, including ability to produce clear meeting summaries, decision-ready drafts, and a final Strategic Refresh Report and Implementation Roadmap.
6. Project management capacity to deliver the convening series on schedule and communicate risks and decisions needed in real time.
7. Neutrality and conflict-of-interest management, including disclosure and mitigation measures.

Required Race Equity Questions:

8. Experience with and current capacity to provide services with a race equity approach which meets the diverse linguistic, cultural, gender and other needs of the target population, as appropriate?
9. Specific experience reaching and serving persons of color (non-Caucasian or White individuals) in Marin County.

Required Proposal Contents

Proposals must include the following components in the order listed below. Proposers are encouraged to be clear and concise while providing sufficient detail to demonstrate feasibility and capability.

1. Cover Letter
2. Understanding of Purpose and Scope (facilitation-driven Strategic Refresh; not a new plan)
3. Proposed Facilitation Approach and Workplan (meeting sequence, methods, and expected outputs by session)
4. Stakeholder Engagement Plan (including lived experience engagement approach)
5. Synthesis and Iterative Drafting Method (how input becomes post-session summaries and evolving drafts)
6. Responses to the required race equity questions.
7. Budget and Cost Proposal (Attachment C)

Submit a detailed cost proposal that is reasonable, clearly tied to the proposed workplan, and sufficient to complete the full scope of work and deliverables described in this RFP. At minimum, the cost proposal must:

1. Identify a total not-to-exceed amount.
2. Present costs by task/deliverable or project phase aligned to the workplan.
3. Include labor detail (as applicable), including staff names or roles, billing rates, and estimated hours by task.
4. Itemize any proposed direct costs (e.g., local travel, meeting-related costs), including calculations and assumptions.
5. Clearly describe any proposed subcontractor costs and related scope of work.

The County prefers budgets that support milestone-based invoicing and deliverables-based payment. Budgets should reflect a time-limited Strategic Refresh effort and must not include costs associated with development of a new strategic plan.

C. Non-Collusion Affidavit (Attachment E)

D. Budget Worksheet (Attachment C)

E. Supplemental Materials (No Page Limit)

1. Resumes of all proposed personnel for this project.
2. Provide a minimum of 3 references for which your agency has provided services similar to those described in this RFP. References shall include: entity, contact name, address, title, phone number, and term of contract;
3. Samples from previous related efforts that could serve as an example of your work; and
4. Letters of commitment if you/your agency is proposing to subcontract or establish a formal collaboration to provide services

VI. PROPOSAL SUBMISSION REQUIERMENTS

A. General Policies

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

in this RFP will be released, until an award becomes final.

6. The County reserves the right to make an award without further discussion of the proposals received. Therefore, it is important that the proposal be submitted initially on the most favorable terms from both a technical and cost standpoint.
7. While it is the intention to award the contract to one applicant, the County reserves the right to split the award in any manner deemed most advantageous to the County. The County also reserves the right to increase or decrease the award amount.
8. The County reserves the sole right to interpret, change or terminate any provision of the RFP at any time prior to the submission date. Any such interpretation or change shall be in the form of a written addendum and shall become part of the RFP. The County also reserves the right to accept and reject any or all of the RFP, cancel the RFP in whole or in part, or terminate the process and elect to operate by other means.
9. An applicant may not be recommended for funding, regardless of the merits of the proposal submitted, if it has a history of contract non-compliance with the requirements of HHS or other funding source or poor past or current contract performance with any HHS or other funding source. The applicant may be given a provisions award with the stipulation that special terms and conditions regarding the areas of concern will be a part of the contract.
10. A proposal may be **immediately** rejected and disqualified for any of the following reasons:
 - a. The proposal is not received at the time and place specified in the RFP.
 - b. The proposal does not adhere to the required material elements of format and guidelines or substantive requirements set forth in this RFP.
 - c. Evidence indicates that the proposer, proposer's staff or consultants have in any way attempted to influence the confidential nature of the review through contact with Marin County staff or members of the selection review committee.

B. Submission Deadline and Format

Submittal Requirements

The Marin County Department of Public Works has transitioned its bidding processes to the Bid Express® online platform. Please submit your proposal including all attachments by October 28, 2026 – 3pm PST. No verbal proposal will be considered.

Bidders can access current solicitations and a how-to guide for first-time Bid Express users

County of Marin Bid Express home page at <https://www.bidexpress.com/businesses/53528/home> Bidders must register for a free Bid Express account to view project solicitations; download bid documents; see the plan holder's list and submit bid RFIs.

Submitted responses must include the form(s) provided with this solicitation package. All items shall be filled in and the signatures of all persons signing shall be written and printed in longhand. All proposals submitted must have a completed Offer form signed by a duly authorized officer of the proposing contractor. Proposals not submitted on the form(s) provided, unless otherwise specified, may not be considered by the County of Marin Procurement Division.

Electronic submissions via Bid Express® OR one (1) written original (marked as such) and one electronic copy on a USB are due on October 28, 2026 – 3pm PST. Sealed Proposals must be received by the due date and time. Once received, all original and/or copies of the proposal become property of the County of Marin and will not be returned. Proposals will be considered late if not received by the above due date and time, regardless of postmark date, and will be rejected and returned to the proposer unopened.

Proposals shall be submitted electronically via BidExpress or in-person by an appropriate date/time. An acknowledgement email will be sent to you when your proposal has been received. If you do not receive an email indicating "Received" it is your responsibility by October 29, 2026 – 3pm (24 hours from submission deadline) to follow-up with staff at Procurement@MarinCounty.Gov to confirm receipt. If you do not obtain a "Received" email and also do not follow-up, staff is not required to consider your submission.

Delivery Address:

Marin County Department of Health and Human Services,
C/O: David Lawlor
3501 Civic Center Drive #304
San Rafael, CA 94903

All proposals shall be clearly marked "RFP-HHS-2026-14 - Do Not Open" on the outside of the proposal package.

The County of Marin reserves the right to reject any and all proposals and to elect not to enter into any contract for the services described in the scope of work. The County reserves the right to make multiple awards of this proposal. The County of Marin also reserves the right to request clarification of information from the proposer.

1. Proposals must be received by the date and time recited above. It is up to the applicant to ensure that the proposal was received by the date and time recited above. Proposals, modifications, or corrections received after the deadline specified will not be considered, except if such modifications or corrections were at the County's request.
2. Only Proposals submitted in the format described within this RFP will be considered. Proposals must be submitted via website and uploaded via PDF on standard 8-1/2" x 11", typed, in no less than 12-point typeface, with 1" margins and pages numbered consecutively. Must be in accessible format.
3. A proposal may be rejected if incomplete, if it contains any alterations of form, or if it contains other irregularities of sufficient magnitude or quantity to warrant a finding of being substantially non-compliant.
4. The County may in its discretion, accept or reject in whole or in part any or all Proposals, may cancel, amend or reissue the RFP at any time prior to contract approval and may waive any immaterial defect in a proposal. The County's waiver of an immaterial defect shall in no way modify the Proposal requirements or excuse the applicant grantee from full compliance with the objective if awarded the contract.
5. The proposer agrees and certifies that they or any of their agents, servants, or employees is not an agent or employee of the County of Marin. The proposer is an independent solely responsible for proposer's acts. The resulting Contract and/or Purchase Order shall not be construed as an agreement for employment with the County. The Non-Collusion Affidavit – Attachment E shall be signed and returned with the submitted proposal.

C. Contact between Applicant and County

- (1) **County staff contact:** During the period from issuance of this RFP and the award of the contract to a successful applicant, contact regarding the specific subject of this RFP between potential or actual applicant and County staff is restricted under the terms of this section. Except as otherwise expressly authorized in this RFP, neither applicant nor County staff shall discuss, question or answer questions, or provide or solicit information, opinion, interpretation, or advocate or lobby regarding this RFP. A documented instance of

such contact by an actual or potential applicant shall be grounds for disqualification from the process. County staff shall be defined as any County employees, agents or contractors involved in or connected with this RFP process.

- (2) **Questions regarding the RFP:** To maintain a fair and impartial process, all questions regarding this RFP must be submitted in writing via the County's website and contain a contact name and address. All questions and responses will be available on the County's website on or before October 16, 2026 - 3pm. No telephone consultation will be provided. **Questions must be submitted via email to Procurement@MarinCounty.Gov or via BidExpress.**
- (3) **Pre-Proposal Conference:** There will be a non-mandatory pre-proposal conference at the date and time listed below. Attendance is optional and not a pre-requisite for submission of a proposal. All questions asked and answers given will be posted via the County website at <https://www.marincounty.gov/contracting-opportunities>

Date: Tuesday, October 6th

Time: 3PM to 5PM

Location: Virtual

Join: <https://teams.microsoft.com/meet/229353300440048?p=PLcSsM59ZEwOVE82mf>

Meeting ID: 229 353 300 440 048

Passcode: RX7Ls7H6

VII. PROPOSAL REVIEW AND SELECTION PROCESS

A. Proposal Review and Selection

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

All proposals that pass the initial technical review will be submitted to a selection committee that shall evaluate and rank the proposals. The committee will be comprised of parties knowledgeable about the services sought by this RFP from diverse backgrounds, **including persons with lived experience from the target population of this RFP**, representatives from other county departments, representatives from local advisory boards or community based organizations, and/or any other individuals that HHS deems capable and appropriate for the selection of potential providers. The committee shall not include any potential contractors, and no committee member may apply or assist others in applying for this contract.

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

Evaluation Criteria (RFP-Specific)

Proposals will be evaluated based on the following criteria:

1. Understanding of Purpose and Fit with Scope (facilitation-driven Strategic Refresh; not a new plan).
2. Quality and Feasibility of Proposed Facilitation Approach and Workplan (meeting sequence, methods, and ability to produce clear session outputs).
3. Stakeholder Engagement Plan and Facilitation Capability (including lived experience engagement).
4. Synthesis and Iterative Drafting Method (ability to consolidate feedback and grow the report between sessions).
5. Qualifications and Relevant Experience; quality of work samples.
6. Communication and Deliverables Quality (clear post-session summaries and decision-ready drafts).
7. Project Management Capacity (schedule, risks, dependencies).
8. Cost Proposal and Value.
9. Conflicts of Interest and Neutrality.

The County may, at its discretion, request interviews and/or presentations with shortlisted proposers as part of the evaluation process.

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

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

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

B. Protest Procedure

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

Delivery of Protest:

All protests must be submitted in writing and received Five days post notice of non-acceptance by email to Procurement@MarinCounty.Gov or at the following address:

Marin County Department of Health and Human Services,
C/O: David Lawlor
3501 Civic Center Drive #304
San Rafael, CA 94903

If a protest is mailed via U.S. Mail, it must be postmarked within 5 calendar days of the notice issuance. The Applicant bears the risk of non-delivery.

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

C. Post Award

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

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

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

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