



DEPARTMENT OF FINANCE

Excellent and responsive fiscal leadership.

Mina Martinovich, CPA
DIRECTOR

October 16, 2026

Janine Dictor
ASSISTANT DIRECTOR

SUBJECT: Questions and Answers for Request for Proposals (RFP) – HHS – 2026 – 14 – Homelessness System of Care – Strategic Refresh

Marin County Civic Center
3501 Civic Center Drive
Suite 225
San Rafael, CA 94903
415 473 6154 T
415 473 3680 F
CRS Dial 711
MarinCounty.gov/Finance

1. First question set - On page 14 of the RFP, V Proposal Instructions, B Applicant Capability, there is a list of "Required Proposal Content." Is this all meant to fit within the three page limit of "B. Applicant Capability"?
Could you specify exactly which content must fit within the three page limit? I think the intention is for B. to cover qualifications (1-7 and possibly the race equity questions 8 & 9).

Can you confirm if there are any other specified page limits?

Answer: The RFP has been updated to a five-page limit instead of a three-page limit. The five-page limit applies to the Applicant Capability narrative, which should address: (1) Understanding of Purpose and Scope; (2) Proposed Facilitation Approach and Workplan; (3) Stakeholder Engagement Plan; (4) Synthesis and Iterative Drafting Method; and (5) the required race equity questions. Within those responses, proposers should demonstrate the capabilities identified in items 1–7 of the Applicant Capability section. The Cover Letter, Budget/Cost Proposal, and Supplemental Materials are not included in the five-page Applicant Capability limit.

2. Second question set - Budget
At the bottom of page 14 it mentions "7. Budget and Cost Proposal" under the "Required Proposal Contents." The following page, 15, proceeds to have a new number set 1-5.
Are these 5 items all meant to take place in the Attachment C Budget Template? Can the 5 items be answered in the narrative body of the proposal?

Answer: The five required budget items should be addressed through the revised Attachment C Budget Worksheet. Proposers may include supplemental budget detail or explanation with Attachment C if needed to clearly describe assumptions, calculations, labor rates/hours, direct costs, or subcontractor costs. The Budget and Cost Proposal is not included in the five-page Applicant Capability limit. Attachment C has been amended to better align with the requirements of this RFP.

3. Would Marin entertain a 7 to 9 month overall project timeframe to

accomplish all work plan activities so long as the facilitated working sessions and related summary/synthesizing needs are maintained in a 4 month period?

Answer: The County expects the substantive Strategic Refresh process, including final deliverables, to be completed in less than six months. The facilitated working-session series is anticipated to occur over approximately three to four months. The longer contract term provides flexibility for contracting and unforeseen scheduling needs, but proposers should develop their workplan around completion of the Strategic Refresh within the timeframe described in the RFP.

4. I saw your RFP for a strategic planning consultant. Great that you're looking for support! I'm potentially interested in applying but have a few questions:

Has your organization worked with a consultant on this type of project or other projects in the past?

Do you prefer to work with a consultant based in Marin?

Answer: Yes, our organization has worked with consultants on previous strategic plan refresh projects. The RFP does not establish any preference for a Marin-based consultant. The published evaluation criteria focus on scope fit, facilitation approach, stakeholder engagement, qualifications, project management, cost/value, and neutrality—not geographic location.

5. Deadline and scoring

Please confirm October 28 at 3 p.m. as the submission deadline and the portal time zone. Attachment B instead lists October 30 at 4 p.m.

Please also confirm that the listed criteria total 100 points; its final table states 110.

Answer: The deadline is 3:00 PM PT on October 28, 2026. The total criteria is 100 points. The RFP attachments have been updated to reflect the correct deadline and scoring total.

6. Period and budget template

Should the full refresh finish in less than six months, with all costs in January-June 2027, or is later work expected through June 2028?

For a loaded hourly or fixed-price proposal, how should professional service fees be entered in Attachment C's salary-based format? May we attach the required phase, rate, and hours detail?

Answer: The County expects the substantive Strategic Refresh process and final deliverables to be completed in less than six months. The longer contract term provides administrative and scheduling flexibility and does not indicate an expectation of continuous work through June 2028. Proposers may submit either a fixed-price budget organized by task/deliverable or an hourly, not-to-exceed budget that identifies labor categories, billing rates, and estimated hours by task. Supplemental detail may be attached as needed. Attachment C has been amended to

better align with these requirements.

7. Governing plan and data

Please identify the current approved homelessness plan and amendments to be refreshed, distinguish it from the HHS departmental and countywide plans, and provide the available baseline materials, performance data, and funding information.

Is aggregate HMIS information available and who will provide extracts?

Answer: The Strategic Refresh will focus on Marin's existing homelessness strategic plan, which is distinct from the broader HHS Strategic Plan. The County will provide the current homelessness strategic plan and will make available existing County and CoC materials and system-level information that are reasonably available and relevant to the baseline review described in the RFP. This may include existing information related to system structure, performance, funding, capacity, and other operational conditions. The County is not expecting the consultant to conduct a comprehensive new program evaluation or independent data-validation effort. Availability of specific HMIS extracts or other system data will be determined based on relevance, availability, and data-access requirements during the project.

8. Engagement and approvals

Is there a preferred number or format of working sessions and onsite visits?

Who will recruit lived experience participants, provide local meeting arrangements, and approve findings?

Which County and CoC bodies require validation or presentations, and what are their review schedules?

Answer: The County has not established a fixed number of working sessions, interviews, onsite visits, or other convenings. Proposers should recommend a meeting and engagement structure that is sufficient to complete the Strategic Refresh within the timeframe and scope described in the RFP. The County will assist with identifying and recruiting participants, including people with lived experience, and will support local meeting logistics. The selected consultant will be responsible for designing and facilitating the engagement process. Validation and approval will involve HHS leadership, the Homelessness and Coordinated Care team, and relevant Continuum of Care leadership or governance bodies, as appropriate. Specific review points, presentation requirements, and schedules will be finalized with the selected consultant during project initiation and development of the workplan.

9. Compensation and access

May the budget include lived experience compensation, transportation assistance, interpretation, and translation?

Will the County administer participant payments or require the consultant to do so?

Which languages and accessibility resources should be anticipated?

Answer: The County will separately coordinate and cover reasonable costs associated with lived experience compensation, transportation assistance, interpretation/translation, and accessibility supports, as needed. These costs do not need to be included in the consultant's \$100,000 proposal budget. The consultant should design an inclusive engagement approach and coordinate anticipated language and accessibility needs with the County project manager during project planning.

10. Local experience and eligibility

For applicants without prior services in Marin County, may Question 9 state that fact and describe comparable race equity practice elsewhere and a proposed local approach?

At what stage must an out-of-state entity demonstrate California business authorization?

Answer: Yes. If a proposer does not have prior experience serving Marin County residents, it should state that clearly and may describe comparable race equity experience elsewhere, along with its proposed approach to applying that experience in Marin. Proposals will be evaluated based on the criteria stated in the RFP.

The RFP requires applicants to be legally authorized to conduct business in the State of California. Proposers should meet that requirement and be prepared to provide documentation upon County request and prior to contract execution.

11. Amendment and submission

Please confirm receipt and acknowledgment requirements for Amendment 1 and any later addenda, current required insurance endorsements, and whether Bid Express or the written-original-plus-USB alternative will be accepted.

Answer: Proposers must comply with all amendments and addenda issued for this RFP. If an amendment acknowledgment form is provided, it should be completed and submitted with the proposal as instructed. Proposals may be submitted either electronically through Bid Express or through the written-original-plus-USB option described in the RFP. Insurance requirements are those stated in Section III.B and the County's Standard Professional Services Contract; final evidence of required coverage and endorsements will be addressed during the contracting process with the selected proposer.

12. For the County of Marin RFP-HHS-2026-14, Homelessness Strategic Plan Refresh, due October 28, 2026, would you send me the list of firms that have registered as prospective proposers, if the agency keeps one?

Answer: The County does not separately distribute a list of prospective

proposers. Registered users may view the plan holder information available through the Bid Express solicitation page.

13. Due date: RFP says Oct 28 at 3 PM, but Att. B says Oct 30 at 4 PM. Which is correct?

Answer: The correct proposal deadline is October 28, 2026 at 3:00 PM PT. Attachment B has been updated to reflect the correct deadline.

14. There is a lack of clarity on the page limit and proposal outline. On p. 14, the RFP requests an Applicant Capability section in the proposal. It states that there is a 3-page limit. It appears that the 3-page limit covers all 9 items under "At minimum, the proposal must demonstrate" AND all 7 items under "Required Proposal Contents." This seems like it could be an error, because it would be virtually impossible to fit all of that in 3 pages, and the "Required Proposal Contents" seems like it is a bulleted list of various pieces of the proposal, some of which have their own separate sections outside of the Applicant Capability section (such as the budget and cover letter). Please clarify what the 3-page limit applies to, and please clarify a) the list of items for the proposal package, and b) the desired outline for the narrative portion of the proposal.

Answer: The RFP has been updated to a five-page limit instead of a three-page limit. The five-page limit applies to the Applicant Capability narrative. Within those five pages, proposers should address:

- 1. Understanding of Purpose and Scope**
- 2. Proposed Facilitation Approach and Workplan**
- 3. Stakeholder Engagement Plan**
- 4. Synthesis and Iterative Drafting Method**
- 5. Responses to the required Race Equity Questions**

Within those responses, proposers should demonstrate the qualifications and capabilities identified in items 1–7 under "At minimum, proposers must demonstrate." The complete proposal package should include the Cover Letter, the five-page Applicant Capability narrative described above, the Budget and Cost Proposal/Attachment C, the Non-Collusion Affidavit, and the Supplemental Materials identified in Section V.E. The Cover Letter, Budget, and Supplemental Materials are not included in the five-page Applicant Capability limit.

15. Budget: Att. C (budget worksheet) is salary/fringe-based, but the RFP states that the county prefers fixed-price or hourly. Can you provide a different budget worksheet that aligns with a fixed price/hourly format?

Answer: Yes. Attachment C has been amended to better align with this RFP and to accommodate either a fixed-price budget organized by task/deliverable or an hourly, not-to-exceed budget that identifies labor categories, billing rates, and estimated hours by task.

16. The contract term is 18 months, but the process is under 6 months. Is the length of the contract in case the process takes longer, or something else?

Answer: The 18-month contract term is intended to provide administrative and scheduling flexibility in the event of unforeseen delays. The County expects the substantive Strategic Refresh process and final deliverables to be completed in less than six months, and continuous work throughout the full 18-month contract term is not anticipated.

17. Att. B lists 100 total points in one place and 110 in another. Which is correct?

Answer: The correct total is 100 points. Attachment B has been updated to reflect the correct scoring total.

18. Att. B 1.3 says "no costs for developing a strategic refresh." Should that read "new strategic plan" (p. 15)?

Answer: es. That language should read "no costs associated with development of a new strategic plan." This procurement is for a Strategic Refresh of the existing homelessness strategic plan, not development of a new plan.

19. If awarded, can we waive Errors and Omissions, Professional Liability insurance for this contract?

Answer: Professional liability insurance requirements will be determined as part of the contracting process based on the final scope of services. The County's standard contract allows certain insurance requirements to be reduced or waived through the applicable County waiver process where appropriate. Proposers should not assume that a waiver will be granted.

20. What data and materials will the County provide for the baseline review?

Answer: The County will provide the current Homelessness Strategic Plan and will make available existing County and CoC materials and system-level information that are reasonably available and relevant to the baseline review. The County is not expecting the consultant to conduct a comprehensive new program evaluation or independent data-collection effort as part of this project.

21. The RFP is for the Homelessness System of Care - Strategic Plan refresh, however the only strategic plan referenced in the RFP with a link included is the 2025-2028 HHS Strategic Plan on Page 4. Can you please share the Homelessness System of Care Strategic Plan to be refreshed?

Answer: Yes. The County will provide the current Homelessness System of Care Strategic Plan that is the subject of this Strategic Refresh. The 2025–2028 HHS Strategic Plan provides broader departmental context

but is not the plan being refreshed through this RFP.

22. On page 14, in section “V. Proposal Instructions”, the RFP includes a sub-section on Applicant Capability (with a limit of 3 pages per proposal). On pages 14-15 in the same section, the RFP highlights the Required Proposal Contents, but the Applicant Capability section is not included. Where should the Applicant Capability section be included? Are there page limits for the other sections included in the Required Proposal Contents?

Answer: The RFP has been updated to a five-page limit instead of a three-page limit. The five-page Applicant Capability section should contain the substantive narrative addressing: (1) Understanding of Purpose and Scope; (2) Proposed Facilitation Approach and Workplan; (3) Stakeholder Engagement Plan; (4) Synthesis and Iterative Drafting Method; and (5) the required Race Equity Questions. Within those responses, proposers should demonstrate the qualifications and capabilities identified in items 1–7 of the Applicant Capability section. The Cover Letter, Budget and Cost Proposal, and Supplemental Materials are separate from the five-page Applicant Capability limit. Supplemental Materials have no page limit. The complete proposal package should include the Cover Letter, the five-page Applicant Capability narrative described above, the Budget and Cost Proposal/Attachment C, the Non-Collusion Affidavit, and the Supplemental Materials identified in Section V.E. The Cover Letter, Budget, and Supplemental Materials are not included in the five-page Applicant Capability limit.

23. How should fully loaded hourly rates be included in the budget template that is posted in Attachment C - Budget Worksheet?

Answer: Yes. Attachment C has been amended to better align with this RFP and to accommodate either a fixed-price budget organized by task/deliverable or an hourly, not-to-exceed budget that identifies labor categories, billing rates, and estimated hours by task. Proposers may include additional supporting detail if needed to explain the rate structure or assumptions.

24. On Page 8 in the Project Description, in the “3. Facilitated Working Sessions” section, one recommended action is to “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.” Is there an existing workgroup with appropriate system partners, or is this a formation of a new group? Do you have a list of potential members to be included, or would this be developed post award?

Answer: The County anticipates forming a new workgroup for the

Strategic Refresh rather than relying on a single existing workgroup. The County has identified potential participants and stakeholder groups consistent with the RFP, but the final membership and engagement structure will be developed with the selected consultant after award as part of project initiation and workplan development.

25. What is the role, if any, of the Homeless Policy Steering Committee in this project?

Answer: The Homeless Policy Steering Committee may be engaged as one of the relevant Continuum of Care leadership or governance bodies during the Strategic Refresh process. The specific role, timing, and format of HPSC engagement—including any validation or presentation points—will be finalized with the selected consultant during project initiation and development of the workplan.

26. Regarding the RFP for a strategic refresh of the Division of Homeless and Coordinated Care's strategic plan, I was wondering if the Division's homelessness strategic plan (referenced in the RFP) is available on the public domain? It would be helpful to see what the current plan consists of, in putting together a proposal for the refresh.

Answer: Yes. The County will make the current Homelessness Strategic Plan available to prospective proposers as part of the RFP materials or associated solicitation documents. The Strategic Refresh will build on that existing plan rather than create a new strategic plan.

27. References/eligibility (V.B.9; V.E.2): May an organizational proposer use references for comparable work performed by its named lead outside the firm, with clear attribution? Is prior service to Marin residents of color mandatory, or may we describe relevant experience elsewhere and our proposed local approach?

Answer: Proposers should provide the organizational references required in Section V.E.2. Experience performed by a named lead outside the proposing organization may also be described and clearly attributed as part of the proposer's qualifications, but it should not replace the required organizational references unless otherwise approved by the County.

Prior service to Marin residents of color is not stated as a minimum eligibility requirement. If a proposer does not have that specific experience, it should state that clearly and may describe comparable race equity experience elsewhere and its proposed approach to applying that experience in Marin.

28. Delivery (II.C–D): Is predominantly remote delivery with up to three onsite visits acceptable? What in-person events, session counts/durations and participant numbers should we budget? Which recruitment, venues, interpretation/accessibility and lived-experience participation supports will the County provide versus the consultant?

Answer: The RFP does not establish a fixed number of onsite visits,

working sessions, interviews, or participants. Proposers should recommend a delivery model—including the mix of in-person and virtual activities—that they believe will adequately engage the required stakeholder groups and complete the Strategic Refresh within the project timeframe and budget. The County will support participant identification and recruitment, meeting logistics/venues, accessibility and language supports, and lived-experience participation supports. The consultant should include in its proposal the facilitation, project management, meeting design, and other consultant costs necessary to carry out its proposed approach.

29.Scope/acceptance (II.A, D–F): What services continue beyond the refresh through June 2028? May the workplan specify session quantities and revision rounds while covering all required groups and outputs? Who approves deliverables, and on what review/acceptance timetable?

Answer: No routine implementation or follow-up services are currently anticipated after completion and acceptance of the Strategic Refresh deliverables. The longer contract term provides administrative and scheduling flexibility.

Proposers may specify the proposed number and sequence of working sessions, interviews, validation meetings, and revision rounds in their workplan, provided the approach adequately engages the required stakeholder groups and produces all required deliverables.

Deliverables will be reviewed by HHS/HCC and, where appropriate, relevant County and Continuum of Care leadership or governance bodies. Specific review points, revision timelines, and final acceptance procedures will be established with the selected consultant in the approved project workplan. The RFP already establishes certain interim expectations, including materials generally at least three business days before sessions and post-session summaries generally within five business days afterward.

30.Payment/contract (III; Attachment D): What invoice approval requirements, payment timing after a complete invoice, and holdback/final-payment conditions apply? Please provide any additional applicable contract exhibits, including data/HIPAA, reporting and insurance, and confirm whether the consultant must handle identifiable participant or clinical records.

Answer: The County anticipates monthly invoicing for services performed and accepted in accordance with the final contract. The RFP does not establish a separate payment holdback or a specific payment period beyond the County’s standard contracting and invoice-approval process.

The selected consultant will be subject to the applicable provisions and

exhibits of the County's Professional Services Contract, including insurance, reporting, accessibility, confidentiality, and other administrative requirements as applicable to the final scope. The County does not currently anticipate that the consultant will need to access or maintain identifiable participant or clinical records in order to perform the Strategic Refresh. Any data-access, privacy, or HIPAA requirements that become applicable to the final scope will be addressed during contracting.

31.Packet (V; Attachment B): Does the three-page limit cover all seven Required Proposal Contents, including the cover letter and budget? Please reconcile Attachment B's October 30 deadline, 110-point total and strategic-refresh-cost exclusion with the RFP's October 28, 3 p.m. deadline, 100 points and purchased scope. The posted Attachment C workbook would not download; please provide an accessible copy and identify any current addenda beyond the public posting.

Answer: The RFP has been updated to a five-page limit instead of a three-page limit. The five-page limit applies to the Applicant Capability narrative. Within those five pages, proposers should address:

- 6. Understanding of Purpose and Scope**
- 7. Proposed Facilitation Approach and Workplan**
- 8. Stakeholder Engagement Plan**
- 9. Synthesis and Iterative Drafting Method**
- 10.Responses to the required Race Equity Questions**

Within those responses, proposers should demonstrate the qualifications and capabilities identified in items 1–7 under “At minimum, proposers must demonstrate.”

The complete proposal package should include the Cover Letter, the five-page Applicant Capability narrative described above, the Budget and Cost Proposal/Attachment C, the Non-Collusion Affidavit, and the Supplemental Materials identified in Section V.E. The Cover Letter, Budget, and Supplemental Materials are not included in the five-page Applicant Capability limit.

The correct proposal deadline is October 28, 2026, at 3:00 PM Pacific Time, and the correct evaluation total is 100 points. Attachment B and Attachment C have been updated to reflect the corrected solicitation requirements. Proposers should review all amendments and addenda posted with the solicitation.

32.I've worked on a number of projects for Marin County. I read through the Homeless refresh project proposal. I was unable to find the strategic plan document that needs to be refreshed. Where might I find a copy of the homeless plan?

Answer: The County will make the current Homelessness Strategic Plan available to prospective proposers through the solicitation materials or

associated RFP posting. This is the existing plan that will be refreshed through this process.

33. As a collaborative of consultants who are not full-time employees with benefits, how should we complete the worksheet? Do you require us to list salary and fringe benefits if we are independent consultants collaborating under one company?

Answer: If the proposing team consists of independent consultants rather than employees with separate salary and fringe costs, you do not need to create artificial salary and fringe amounts. Please use the revised Attachment C to show either your fixed-price cost by task/deliverable or your fully loaded hourly rates, estimated hours, and associated project phases or tasks. You may include supporting detail if needed to explain the cost structure.

34. Has the County completed a recent review of progress against the current strategic plan, including which initiatives have been implemented, remain underway, or have encountered barriers? If so, will that information be provided to the selected consultant, or should the consultant plan to establish that baseline as part of the engagement?

Answer: The County has not completed a recent comprehensive review of progress against every element of the current Homelessness Strategic Plan. The selected consultant should use the existing strategic plan, available County and CoC materials, and stakeholder input to establish the current-state baseline needed for the Strategic Refresh. The County is not expecting a comprehensive retrospective evaluation of every initiative, but the process should identify relevant implementation progress, current gaps, and barriers where they inform the Strategic Refresh.

35. In identifying system gaps and their underlying causes, does the County anticipate that the consultant will rely primarily on existing performance information and stakeholder discussions, or should the scope include a more detailed review of individual program operations, such as Coordinated Entry referrals, housing placement processes, housing retention, and coordination of supportive services?

Answer: The consultant should rely primarily on existing information and stakeholder discussions to identify system gaps and root drivers. The County is not requesting a detailed program-by-program operational audit or evaluation. However, the consultant should develop a sufficient systems-level understanding of key workflows and processes—such as Coordinated Entry, housing pathways, supportive service coordination, and other cross-system interfaces—to support the facilitated gap analysis and Strategic Refresh.

36. Will existing HMIS, Coordinated Entry, housing placement, housing retention, and other system performance reports be available for the

consultant's review? Is the expectation to analyze and interpret available information, or should the consultant anticipate additional data collection, reconciliation, or validation?

Answer: Existing system-level reports and information that are reasonably available and relevant to the Strategic Refresh may be provided to the selected consultant. The consultant should review and interpret available quantitative and qualitative information as needed to support the baseline discussion and facilitated process. The County is not expecting the consultant to conduct substantial new data collection, reconciliation, validation, or a comprehensive system performance analysis unless separately agreed upon.

37. Will the County and CoC assist with identifying participants, scheduling interviews and working sessions, and coordinating participation from individuals with lived experience? We would like to understand which engagement activities the consultant should plan to manage directly.

Answer: Yes. The County will assist with identifying and recruiting participants, scheduling interviews and working sessions, and coordinating participation from people with lived experience and other stakeholders. The consultant will be responsible for designing the engagement approach, preparing materials, facilitating interviews and working sessions, documenting outcomes, and incorporating stakeholder input into the Strategic Refresh.

38. Does the County have an anticipated number of stakeholder interviews, facilitated working sessions, community meetings, or onsite visits? If not, may proposers recommend the number and format of these activities based on their proposed approach and the available budget?

Answer: The County has not established a fixed number of stakeholder interviews, working sessions, community meetings, or onsite visits. Proposers should recommend the number, format, and sequencing of engagement activities they believe are sufficient to meet the RFP requirements within the available budget and project timeframe. The County will evaluate the proposed approach for feasibility, inclusiveness, and alignment with the required scope and deliverables.

39. The RFP identifies coordination and implementation challenges across the homelessness response system. Should the consultant's assessment include reviewing how responsibilities and services move between outreach, Coordinated Entry, housing providers, and supportive service partners, or is the expectation to identify these challenges through facilitated discussions without conducting individual provider-level operational reviews?

Answer: The consultant should examine system-level workflows, handoffs, roles, and coordination across outreach, Coordinated Entry, housing providers, supportive services, and other relevant partners as part of the facilitated Strategic Refresh process. The County is not

requesting detailed operational audits or formal reviews of individual providers. These issues should be explored primarily through facilitated discussions, existing information, and available system-level materials.

40. For the final implementation roadmap, does the County expect recommendations to include estimated resource needs in addition to the assigned responsibilities, performance measures, and timelines identified in the RFP? Should the consultant also distinguish between actions that can be completed within existing resources and those requiring additional funding or changes to current operations?

Answer: Yes. Consistent with the RFP, the final Implementation Roadmap should identify prioritized actions, proposed owners/partners, anticipated timelines, key dependencies, and suggested indicators for monitoring progress and accountability. Key dependencies may include staffing, funding, policy, data, and partner commitments. Where relevant, the roadmap may distinguish between actions that appear feasible within existing resources and those that may require additional resources or operational changes. However, the consultant is not expected to conduct a detailed fiscal analysis, develop formal cost estimates, or identify specific new funding sources as part of this scope.

41. The RFP identifies an anticipated 18-month contract period, while the facilitated refresh is expected to take less than six months. Does the County anticipate any consultant responsibilities after the final Strategic Refresh Report and Implementation Roadmap are approved, such as follow-up facilitation, implementation support, or progress reporting? If so, what level of continued involvement should be included in the proposed budget?

Answer: The County does not currently anticipate routine consultant responsibilities after completion and acceptance of the final Strategic Refresh Report, Implementation Roadmap, and required presentations. Proposers should budget for completion of the Strategic Refresh scope and deliverables described in the RFP, not for ongoing implementation support or progress reporting after the refresh is complete. The longer contract term provides administrative and scheduling flexibility if needed.

42. How does the County distinguish the requested “neutral facilitator” role from substantive homelessness-system advising?

Answer: The consultant’s primary role is to serve as a neutral facilitator who helps partners identify gaps, explore root drivers, build alignment, and translate partner-generated direction into the Strategic Refresh and Implementation Roadmap. Relevant homelessness-system expertise is desirable and may be used to inform facilitation, frame issues, and support productive discussion. However, the consultant is not being retained to independently impose a new homelessness strategy or

substitute its own policy direction for the outcomes developed through the facilitated process.

43. What constitutes an organizational conflict of interest or impairment of neutrality for a proposer that currently advises the County, the CoC, or participating providers?

Answer: An existing relationship with the County, the CoC, or a local service provider does not automatically constitute a disqualifying conflict. Proposers should disclose any financial, contractual, organizational, or other interests that could reasonably affect, or appear to affect, their ability to facilitate the Strategic Refresh impartially. Proposers should also describe any proposed conflict-mitigation measures. The County will evaluate disclosed relationships and mitigation strategies as part of its review of proposer neutrality and qualifications.

44. Has the County established an internal governance and decision-rights structure for the project, including who will resolve disagreements and provide final approval of deliverables?

Answer: HHS/HCC will serve as the County project sponsor and will provide final County approval of project deliverables. Relevant CoC leadership and governance bodies will also participate in review and validation, as appropriate. Specific decision rights, escalation pathways, and approval steps will be confirmed with the selected consultant during project initiation and incorporated into the final workplan.

45. What objective acceptance standards will the County apply to the Strategic Refresh Report and Implementation Roadmap?

Answer: The County will evaluate final deliverables for consistency with the approved workplan and the requirements of the RFP. Acceptance will consider whether the deliverables are complete, timely, clearly written, accurately reflect the facilitated process and partner input, and are practical and usable by the County and CoC. The Implementation Roadmap should include the required prioritized actions, proposed owners/partners, timelines, key dependencies, and suggested indicators for monitoring progress. The consultant will also be expected to respond appropriately to County feedback during the iterative review process.

46. Does the \$100,000 ceiling include participant compensation and the infrastructure necessary for equitable engagement, including transportation, food, technology, and outreach?

Answer: The \$100,000 consultant budget should cover the consultant's costs for project management, facilitation, stakeholder engagement, materials, analysis, synthesis, writing, presentations, and other costs necessary to perform the scope of work. The County will separately coordinate and support participant recruitment and appropriate lived-experience participation supports, including transportation and accessibility needs, as applicable. Proposers should not include

participant compensation in their consultant budget unless specifically proposed and approved by the County. Any other engagement costs proposed by the consultant that are not specifically identified as County-provided supports should be included in the consultant's proposed budget.

47. Which party bears responsibility if participation is insufficient to complete the process on schedule?

Answer: The County and consultant will share responsibility for supporting sufficient stakeholder participation. The County will assist with participant identification, outreach, scheduling, and logistics, while the consultant will be responsible for designing the engagement approach, identifying participation risks early, and recommending reasonable adjustments or alternative engagement methods if needed. Any material changes to the project schedule or workplan would be coordinated with and approved by the County.

48. What is the County's expectation when available data conflicts with stakeholder experience or when participating groups do not reach agreement?

Answer: The consultant should facilitate discussion of differences between available data, operational experience, and stakeholder perspectives and help participants understand potential reasons for those differences. The goal is to build alignment where feasible, but unanimous consensus is not required on every issue. Where agreement cannot be reached, the consultant should clearly document areas of agreement, differing perspectives, unresolved questions, and any issues requiring further decision or follow-up.

49. Are the direct-service and clinical compliance provisions in Section III intended to be incorporated into this consulting contract without modification?

Answer: The selected consultant will be subject to the County's applicable standard contract and compliance requirements. The County does not anticipate that this scope will involve the provision of clinical or direct client services or the maintenance of clinical or medical records. Accordingly, requirements that apply solely to those activities would apply only if relevant to the final scope of work. Any formal modification or waiver of standard contract provisions would be addressed through the County's contracting process.

Questions from the Pre-Proposal Conference

1. Does the three-page Applicant Capability limit apply to all narrative components 1-6, or only to a separate qualifications section?

Answer: The RFP has been updated to a five-page limit instead of a

three-page limit. The five-page limit applies to the Applicant Capability narrative. Within those five pages, proposers should address:

- **Understanding of Purpose and Scope**
- **Proposed Facilitation Approach and Workplan**
- **Stakeholder Engagement Plan**
- **Synthesis and Iterative Drafting Method**
- **Responses to the required Race Equity Questions**

Within those responses, proposers should demonstrate the qualifications and capabilities identified in items 1–7 under “At minimum, proposers must demonstrate.”

The complete proposal package should include the Cover Letter, the five-page Applicant Capability narrative described above, the Budget and Cost Proposal/Attachment C, the Non-Collusion Affidavit, and the Supplemental Materials identified in Section V.E. The Cover Letter, Budget, and Supplemental Materials are not included in the five-page Applicant Capability limit.

2. Does the applicant have to require cybersecurity insurance in place prior to proposal submission?

Answer: Cybersecurity insurance is not expressly required of all proposers at the time of proposal submission. The County may require additional insurance coverage, including cybersecurity insurance, depending on the final scope of work. The selected proposer will be required to meet all insurance requirements applicable to the final contract before commencement of services.

3. When should the Strategic Refresh be completed? The RFP says less than six months but lists an 18-month contract.

Answer: The County anticipates that the substantive Strategic Refresh process will be completed in less than six months. The longer 18-month contract term is intended to provide administrative and scheduling flexibility if needed and does not reflect an expectation of continuous consultant work throughout the full contract period.

4. What meeting counts, review rounds, leadership presentations, language supports, and data access does the County expect? Please confirm the preferred process for subcontractor approval and coverage documentation.

Answer: The County has not prescribed a fixed number of meetings, review rounds, or leadership presentations beyond the activities and deliverables described in the RFP. Proposers should recommend an approach they believe is sufficient to complete the Strategic Refresh within the available timeframe and budget. The County will work with the selected consultant to coordinate reasonable language, accessibility, and participant-support needs as appropriate. Relevant existing County and CoC materials and system-level information that are reasonably available will be provided to support the baseline and

facilitated process.

If subcontractors are proposed, they should be identified in the proposal, including their role, scope, and associated costs. Commitment letters should be included where applicable, and any subcontracting will remain subject to the requirements of the final County contract.

5. Will the consultant be expected to help implement recommendations or hold follow-up meetings after the final report is approved?

Answer: No. The consultant's responsibility is to complete the Strategic Refresh process and required deliverables, including the final Strategic Refresh Report, Implementation Roadmap, validation, revisions, and required presentations. The County and system partners will be responsible for implementation after the Strategic Refresh is completed. Ongoing implementation support is not anticipated as part of this scope.

6. Does the \$100,000 maximum cover the refresh only, or all work throughout the 18-month contract?

Answer: The \$100,000 not-to-exceed budget is intended to cover the full Strategic Refresh scope and all required deliverables described in the RFP. The longer 18-month contract term provides administrative and scheduling flexibility and does not reflect an expectation of continuous consultant work throughout the full contract period.

7. Approximately how many workshops, interviews, listening sessions, and other meetings should we include in our proposal?

Answer: The County has not established a fixed number of workshops, interviews, listening sessions, or other stakeholder meetings. Proposers should recommend the number, format, and sequencing of engagement activities they believe are sufficient to meaningfully engage the stakeholder groups identified in the RFP and complete the required deliverables within the project timeframe and budget.

8. Which meetings should be in person, and which may be virtual? Will the County provide meeting space?

Answer: The County anticipates that the project kickoff and final presentation/validation activities may be most effective in person, but proposers may recommend an appropriate mix of in-person and virtual engagement based on their proposed approach. The County can make County meeting space available for project meetings as needed and coordinated in advance.

9. How many rounds of feedback and revisions should we plan for before the report and roadmap are finalized?

Answer: Proposers should anticipate iterative feedback and refinement throughout the Strategic Refresh process, including updates following

major working sessions. At a minimum, the County anticipates one formal review with HHS leadership and one review/validation opportunity with relevant community and system partners before finalization. The exact review schedule and number of revision rounds will be confirmed with the selected consultant during development of the final workplan.

10. Will the County identify participants and help with invitations and scheduling, or should the consultant manage that work?

Answer: The County will assist with identifying appropriate participants and can support invitations, scheduling, and meeting logistics. The consultant will be responsible for designing and facilitating the engagement activities, preparing meeting materials, capturing key discussion outcomes and decisions, and completing the required post-session summaries and synthesis.

11. May we budget for participant payments, transportation, and other participation supports? Who will coordinate youth participation and any required consent?

Answer: The County will separately coordinate and fund appropriate participant supports, including lived-experience compensation, transportation, and other accessibility supports as needed, so proposers generally should not include those costs in the consultant budget unless specifically proposed and approved by the County. The Strategic Refresh should include meaningful opportunities for youth and young adults, including transition-age youth and, where appropriate, unaccompanied minors. The County will assist with participant identification, recruitment, logistics, and any required consent or participation safeguards, while the consultant should incorporate appropriate youth engagement into its proposed approach.

12. What interpretation, translation, or accessibility services are expected? Will the County arrange these services, or should we include them in our budget?

Answer: The County will coordinate and fund reasonable interpretation, translation, and accessibility supports needed for participant engagement. Proposers generally should not include those direct participant-support costs in the consultant budget. The consultant should nevertheless design an inclusive engagement approach, identify anticipated language or accessibility needs as early as possible, and coordinate with the County so appropriate supports can be arranged.

13. What existing plans, reports, funding information, and homelessness system data will the County provide? Have priority gaps already been identified?

Answer: The County will provide the current Homelessness Strategic Plan and other relevant existing County and CoC materials and system-level information that are reasonably available and appropriate to the

Strategic Refresh. This may include existing reports, performance information, funding or capacity information, and other materials needed to support the current-state baseline. The County has identified several priority issues and areas of concern, but the Strategic Refresh process is intended to further surface, validate, and prioritize system gaps and root drivers through facilitated discussion with partners and people with lived experience.

14. Besides the cover page, budget worksheet, non-collusion declaration, and amendment acknowledgment, are any additional forms required

Answer: Yes, according to section V, we required an Applicant Capability section (5-pages), as well as the following supplemental materials:

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

15. Has system mapping data about housing and types has already been done in Marin and will it be made available in advance of the submittal date? Are you anticipating that any quantitative analysis associated with this refresh will be/has been undertaken by the County already

Answer: The County has not identified a separate system-mapping analysis that will be provided in advance of proposal submission. The consultant is not expected to conduct a new comprehensive quantitative analysis or data-collection project. However, the selected consultant should review and use relevant existing quantitative and qualitative information as needed to support the current-state baseline, identify system gaps and root drivers, and inform the facilitated Strategic Refresh process.

16. Are there particular perspectives or areas of expertise you hope to see represented on the consulting team?

Answer: The RFP identifies the following areas of experience and capability as particularly relevant: facilitation and process design; knowledge of homelessness response systems; root-driver analysis and synthesis; equity-centered engagement, including meaningful engagement of people with lived experience; clear and actionable writing; strong project management; and the ability to maintain

neutrality and mitigate potential conflicts of interest. Proposers should also demonstrate experience and capacity to apply a race-equity approach, including attention to linguistic, cultural, gender, and other access needs.

17. Will you consider proposals that exceed 100k or is the budget firm?

Answer: The \$100,000 budget is firm and represents the not-to-exceed amount for the full Strategic Refresh scope and required deliverables. Proposals should be structured so that the total proposed cost does not exceed \$100,000.

18. Will the County of Marin compensate people with lived experience

Answer: Yes. The County will coordinate and fund compensation for people with lived experience who participate in the Strategic Refresh, as appropriate. Proposers should not include lived-experience participant compensation in the consultant budget unless specifically directed or approved by the County.

19. Can you tell us how many people are on the Adult and Youth Lived Experience advisory board?

Answer: The County is not providing a fixed advisory-board membership count for purposes of this RFP. Participation in the Strategic Refresh will not necessarily be limited to existing advisory-board members. The County will identify an appropriate mix of adults and youth/young adults with lived experience to participate in the Strategic Refresh. Participation will not necessarily be limited to the membership of existing advisory groups, and the final engagement structure will be developed with the selected consultant.

20. How will the County of Marin determine the appropriate amount of engagement for people with lived experience?

Answer: The County has not established a fixed number of lived-experience participants or engagement activities. Proposers should recommend an approach that provides meaningful opportunities for people with lived experience to inform the Strategic Refresh and is appropriate to the project scope, timeline, and budget. The County will work with the selected consultant to identify and recruit participants and coordinate logistics, while the consultant will be responsible for designing and facilitating the engagement approach.

21. What data will be provided and how much of it exists prior to our involvement? What is the County's expectation of data usage?

Answer: The County will provide the current Homelessness Strategic

Plan, PIT information, and other relevant existing County and CoC materials and system-level information that are reasonably available and appropriate to the Strategic Refresh. The consultant is expected to review and use available quantitative and qualitative information to inform the current-state baseline, help frame stakeholder discussions, and support identification of system gaps and root drivers. The consultant is not being asked to independently make policy decisions based on the data or conduct a new comprehensive data-analysis project.

22. if the team decides that additional funding is needed for expanding services based on the need that the stakeholders are identifying, would that research for additional funding be something that the facilitator will be responsible for?

Answer: The consultant should identify and document funding or resource dependencies when they are relevant to recommended actions in the Implementation Roadmap. However, the consultant is not expected to conduct detailed research into specific funding sources, develop grant applications, or secure additional funding. Those activities would be the responsibility of the County and system partners during implementation.

23. if there's any additional data collection needed, would that also be something that would be separate from this particular project or process?

Answer: Substantial new data collection, reconciliation, or validation beyond the activities described in the RFP is not anticipated as part of this scope. The consultant will, however, be responsible for collecting and synthesizing qualitative information generated through interviews, working sessions, and other stakeholder engagement activities that are part of the Strategic Refresh. If a significant additional data-collection effort is later determined to be necessary, the County and consultant would need to discuss and agree upon any resulting scope or schedule implications..

24. Are there specifically specific equity related considerations related to particularly around racial equity, cultural responsiveness, and access disparities?

Answer: Yes. The Strategic Refresh should incorporate an equity-centered approach, including consideration of racial and ethnic disparities, linguistic and cultural responsiveness, gender and other

access needs, and meaningful participation by people with lived experience of homelessness. Proposers should describe how their facilitation and engagement approach will identify and address disparities in access, experience, and outcomes across the homelessness response system.

25. When you share the current strategic plan that needs to be refreshed, will you also share data on how you did against your proposed goals and outcomes?

Answer: The County has not completed a comprehensive, goal-by-goal evaluation of performance against the current Homelessness Strategic Plan. The selected consultant will receive relevant existing County and CoC performance information and other system-level materials that are reasonably available and useful for establishing the current-state baseline. The consultant is not expected to conduct a comprehensive retrospective evaluation of every prior goal or initiative.

26. What information do you have currently available around any kind of evaluation of a community-led model?

Answer: The County has not identified a specific existing evaluation of a community-led model for this project. The RFP does not presuppose that a particular community-led model will be adopted. The Strategic Refresh process is intended to engage community partners and people with lived experience in identifying gaps, exploring root drivers, and developing potential course corrections. If a community-led model emerges as a priority through that process, the consultant may help facilitate and synthesize discussion of that approach using available information.