



## COUNTY OF IMPERIAL

# PUBLIC HEALTH DEPARTMENT

JANETTE ANGULO, M.P.A.  
*Director*

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### **RFP 1002-24 COVID-19 After Action Report and Improvement Plan for the County of Imperial Public Health Department**

**Addendum No. 1**

**September 21, 2023**

This Addendum is hereby made part of the contract documents and specifications to the same extent as if originally included therein and shall be signed by the Consultant and included with the proposal. Addendum No. 1 consists of written questions and answers submitted for the COVID-19 After Action and Improvement Plan (AAR/IP) RFP:

**1. Is there a budget for this contract and if so, what is it?**

Answer: The County has budgeted a maximum of \$225,000.00 for this contract.

**2. Approximately how many documents will need to be reviewed?**

Answer: The exact number of documents that will need to be reviewed is unknown at this time. However, it is expected that the successful Applicant will review documents and operational materials that were utilized during the incident. Documents to review include, but may not be limited to the following: emergency management plan, incident action plan, operational plan, situational reports, abbreviated after action report, meeting minutes, logs from participating Emergency Operations Center(s) and other operational facilities if applicable, etc. Additionally, the number of documents that need to be reviewed will depend on what the successful Applicant and Imperial County Public Health Department (ICPHD) Project Manager determine will best contribute to the after-action process, after action report, and implementation plan.

**3. Can the various meetings and workshops be conducted virtually?**

Answer: The successful Applicant and the ICPHD Project Manager will identify if any on-site meetings, workshops, and/or presentations need to be in-person or if all can be conducted virtually. A request may be made to conduct at least one (1) interactive stakeholder session in-person, if deemed necessary.

**4. Approximately how many Stakeholders will participate in the AAR/IP process?**

Answer: Pg 5, "Phase I: Project Initiation - The successful Applicant will conduct a project management team meeting with the ICPHD Project Manager to validate the proposed work plan, identify internal and external key stakeholders, clarify the main areas or issues that should be covered in the AAR, and review the proposed timeline for completing the AAR. The successful Applicant and the ICPHD Project Manager will identify key individuals from ICPHD, County departments, external agencies and community partners to be interviewed, and participate in interactive roundtable session(s), etc."

The number of stakeholders that will participate in the AAR/IP process will depend on how many key stakeholders are identified by the successful Applicant and ICPHD Project Manager during Phase I of the project.

**5. What are the expected start date and anticipated deadline for project completion?**

Answer: The successful Applicant is expected to start within 30 days after the contract has been approved by the County Board of Supervisors, which is anticipated to occur between November 14, 2023, and December 5, 2023. Project completion shall be by December 1, 2024.

**6. What is the not-to-exceed budget for this project?**

Answer: The County has budgeted a maximum of \$225,000.00 for this contract.

**7. Which meetings or presentations will on-site presence be expected?**

Answer: The successful Applicant and the ICPHD Project Manager will identify if any on-site meetings, workshops and/or presentations need to be in-person or if all can be conducted virtually. A request may be made to conduct at least one (1) interactive stakeholder session in-person, if deemed necessary.

**8. Is there an expected number of stakeholders that will be involved in interviews?**

Answer: Pg 5, "Phase I: Project Initiation - The successful Applicant will conduct a project management team meeting with the ICPHD Project Manager to validate the proposed work plan, identify internal and external key stakeholders, clarify the main areas or issues that should be covered in the AAR, and review the proposed timeline for completing the AAR. The successful Applicant and the ICPHD Project Manager will identify key individuals from ICPHD, County departments, external agencies and community partners to be interviewed, and participate in interactive roundtable session(s), etc."

The number of stakeholders that will participate in the AAR/IP process, including interviews, will depend on how many key stakeholders are identified by the successful Applicant and ICPHD Project Manager during Phase I of the project.

**9. How many jurisdictions and/or functional areas are expected to be included as specific annexes to the AAR/IP?**

Answer: The scope of the AAR/IP will include functional areas under the jurisdiction of the Imperial County Public Health Department/Medical Health Branch. The successful Applicant will conduct a project management team meeting with the ICPHD Project Manager to clarify the main areas or issues that should be covered in the AAR and specific annexes to be included.

**10. Please clarify Section 4 (page 13 of the RFP). Will the ICPHD provide translation services to share the evaluation results to the community stakeholders in Spanish?**

Answer: No. It is the responsibility of the successful Applicant to provide translation services to share the evaluation results in Spanish to the community stakeholders.

**11. Have any other AAR/IPs been developed or started? If so, will they be available at project start?**

Answer: An abbreviated AAR has been developed and will be available at the project start.

**12. Will the County accept exceptions to the contracts?**

Answer: It depends on what the exceptions are. The County may evaluate but cannot guarantee to accept requested exceptions or changes to the contract.

**13. For this RFP does the client consider this work as public works?**

Answer: On Pg. 28, the Sample Agreement (Attachment A) includes the following: "PREVAILING WAGE. 21.1. CONSULTANT acknowledges that any work that qualifies as a "public work" within the meaning of California Labor Code section 1720 shall cause CONSULTANT, and its sub-consultants, to comply with the provisions of California Labor Code sections 1775 et seq. 21.2. When applicable, copies of the prevailing rate of per diem wages shall be on file at COUNTY's Department of Public Health and available to CONSULTANT and any other interested party upon request. CONSULTANT shall post copies of the prevailing wage rate of per diem wages at the Project site."

**14. Does section 21 apply for this work as public contract?**

Answer: On Pg. 28, the Sample Agreement (Attachment A) includes the following:

“PREVAILING WAGE. 21.1. CONSULTANT acknowledges that any work that qualifies as a “public work” within the meaning of California Labor Code section 1720 shall cause CONSULTANT, and its sub-consultants, to comply with the provisions of California Labor Code sections 1775 et seq. 21.2. When applicable, copies of the prevailing rate of per diem wages shall be on file at COUNTY’s Department of Public Health and available to CONSULTANT and any other interested party upon request. CONSULTANT shall post copies of the prevailing wage rate of per diem wages at the Project site.”

**15. Does the cover letter count towards the total narrative page count of 10 – 12 pages?**

Answer: No. Pg 11, Proposal Format and Submission Requirements: “...This page limit does not include the checklist, cover sheet, table of contents, cost proposal, exhibits or attachments.”

**16. On Page 4 of the RFP, it states ‘Engagement of all key stakeholders through outreach, introduction, and overview of the project.’ Can you provide clarity regarding who is defined as a stakeholder in the context of this AAR/IP project and what the approximate number of each stakeholder is. Having this information a priori will be crucial for us to determine the costs associated with interviewing and administering any questionnaires to these stakeholders.**

Answer: Pg 5, “Phase I: Project Initiation - The successful Applicant will conduct a project management team meeting with the ICPHD Project Manager to validate the proposed work plan, identify internal and external key stakeholders, clarify the main areas or issues that should be covered in the AAR, and review the proposed timeline for completing the AAR. The successful Applicant and the ICPHD Project Manager will identify key individuals from ICPHD, County departments, external agencies and community partners to be interviewed, and participate in interactive roundtable session(s), etc.”

The number of stakeholders that will participate in the AAR/IP process will depend on how many key stakeholders are identified by the successful Applicant and ICPHD Project Manager during Phase I of the project.

An internal and external stakeholder is anyone involved in the COVID-19 response effort. It may include, but it is not limited to, representatives from the following areas:

- Emergency Operations Center (EOC) operations
- Medical Health Operations Coordinator (MHOAC) Program
- Healthcare/Hospital support/System of Care
- EMS transportation/patient movement
- Alternate Care Site/Crisis Standards of Care
- Health equity operations
- Call center
- Epidemiology surveillance

- Epidemiology/case investigation
- Epidemiology/contact tracing
- Outbreak investigation
- COVID Testing
- Laboratory/Testing
- Vaccine management and distribution
- Logistics
- Re-opening guidance
- Public information
- Health informatics
- Financial and administrative preparedness
- Other response staff

**17. On Page 4 of the RFP, it mentions various data collection activities that will be required. As part of this project, it will also be necessary to leverage existing data that Imperial County has collected. Can you provide additional information regarding the data collection and reporting efforts made by Imperial County during the operation of COD, especially any data in regard to adhering to the NIMS and HSEEP guidelines.**

Answer: Pg 6, Phase II: After Action Interviews, Surveys, and Documentation Review-  
 "...a copy of all applicable plans that were in place/activated during the incident and any operational materials that were utilized to collect information include incident action plans, meeting minutes, situation reports, status updates, hotwash feedback data, etc. "

Documents that will be made available for review include, but may not be limited to:

- Emergency Management Plan
- Situational Reports
- Incident Action Plan
- Operational Plan
- Logs from participating Emergency Operations Centers and other operational facilities
- Abbreviated After Action Report

**18. On Page 5 of the RFP, it states, 'The successful Applicant will conduct a project management team meeting with the ICPHD Project Manager to validate the proposed work plan. Naturally, the proposed work plan we will draft as part of our response to the RFP will be an initial conception and inherently based on not having 100% knowledge of Imperial County's expectations and previous data collection/reporting efforts. Therefore, is Imperial County willing to recognize the need for collaboration to develop the work plan based on any new information that is shared with us and willing to provide actionable feedback in that regard?'**

Answer: Yes, the County will collaborate with the successful Applicant and provide feedback throughout the different phases of the development of the AAR Report and Improvement Plan.

**19. On Page 9 of the RFP, it states, 'The successful Applicant will incorporate stakeholder feedback into the report and the annexes and provide the updated version of the full draft AAR Report.' Can Imperial County provide more information about how to review authority of the deliverables we produce. For example, will each stakeholder type be represented by a point person who reviews on behalf of that specific stakeholder group? For the purposes of calculating estimated hour time commitments on revisions, it is important that the review process be bounded and that we direct the project to a close. If there is not a clear hierarchy and review process, then we risk a 'too many cooks in the kitchen' situation whereby the deliverables we produce become suboptimally and continually revised based on conflicting feedback.**

Answer: Pg 5, "Phase I: Project Initiation - The successful Applicant will conduct a project management team meeting with the ICPHD Project Manager to validate the proposed work plan, identify internal and external key stakeholders, clarify the main areas or issues that should be covered in the AAR, and review the proposed timeline for completing the AAR. The successful Applicant and the ICPHD Project Manager will identify key individuals from ICPHD, County departments, external agencies and community partners to be interviewed, and participate in interactive roundtable session(s), etc."

**20. In regard to the anticipated Phase II, is Imperial County amenable to all interviews, surveys, and questionnaires being conducted/administered via electronic means? This streamlines the data collection process and avoids us having to include travel expenses as part of our quote.**

Answer: Imperial County is amenable to interviews, surveys, and questionnaires being conducted/administered via electronic means, virtually or in-person.

**21. On Page 9 of the RFP, it states, 'The successful Applicant will conduct a meeting with ICPHD and other key leadership to present and conduct a final review of the Final Draft AAR/IP.' Will this meeting be virtual or in-person?**

Answer: The successful Applicant may conduct a meeting virtually or in-person with ICPHD and other key leadership to present and conduct a final review of the Final Draft AAR/IP.

**22. On Page 9 of the RFP, it states, 'Five percent (5%) of the final payment will be held back until the project is completed.' Is Imperial County amenable to breaking the total project cost into a series of payments payable at the completion of each phase of work? We are amenable to a 5% withholding until all project tasks and deliverables are completed.**

Answer: Yes, the County is amenable to breaking the total project cost into a series of

payments payable at the completion of each phase of work. Recommendations for invoice schedule and claim format can be submitted upon review of final contract for approval.

- 23. On Page 14 of the RFP, it states, 'All proposals become the property of the County, and as such, become public record available for review by the public upon request.' Due to the sensitive firm-internal information being requested (e.g., client references, organizational chart, internal job descriptions), is Imperial County willing to sign a non-disclosure agreement with us before we submit our response? Whilst we are amenable to the majority of the content of our response becoming property of Imperial County and part of the public record, we would require that sensitive firm-internal information be excluded and redacted from any publications.**

Answer: Interested Applicants are to submit all documents as outlined in the RFP. Imperial County may exclude and redact information deemed ineligible as public record in accordance with privacy laws.

- 24. After successful completion of the project, is Imperial County willing to act as a reference for us and allow us to share de-identified/redacted elements of the final project report as part of our portfolio?**

Answer: Imperial County is willing to discuss with the successful Applicant what elements of the final project report can be included as part of the Applicant's portfolio.

- 25. Does the desire for 12-point font apply to tables, charts, or graphics?**

Answer: The use of the 12-point font only applies to the 10-12 pages of the narrative section. The font size does not apply to exhibits, tables, charts or other graphics included in the appendix.

- 26. Should the budget proposal (Exhibit C) be included as Section 5 in 'Proposal Content' or as a separate heading 'Budget Proposal Template.' It is currently duplicated.**

Answer: Pg 13, Section 5: Budget Proposal- Exhibit C (Budget Proposal Template) is required to be completed and meets the requirements for Section 5: Budget Proposal. Exhibit C is not part of the 10–12-page narrative proposal or limit, and it is not meant to be duplicative. It is meant to be a standalone section.

- 27. Should the contractor budget for the public version of the AAR to be translated to Spanish?**

Answer: Pg 13, Section 4: Evaluation Design, Implementation, Analysis, and Dissemination Plan- "...Proposals must include a description of dissemination strategies

to make evaluation results accessible to the community and relevant to stakeholders in English and Spanish.”

Any cost associated with project deliverables, such as translation services, are the responsibility of the successful Applicant and may be included as part of the budget.

**28. Will any iterative materials (i.e., surveys, interview guides, etc.) require translation to Spanish or other languages?**

Answer: Yes, some material may require translation to Spanish. The successful Applicant and ICPHD Project Manager will determine the need and identify the documents during the initial phase(s) of the project.

**29. Approximately how many stakeholders does the County estimate will need to be engaged?**

Answer: Pg 5, “Phase I: Project Initiation - The successful Applicant will conduct a project management team meeting with the ICPHD Project Manager to validate the proposed work plan, identify internal and external key stakeholders, clarify the main areas or issues that should be covered in the AAR, and review the proposed timeline for completing the AAR. The successful Applicant and the ICPHD Project Manager will identify key individuals from ICPHD, County departments, external agencies and community partners to be interviewed, and participate in interactive roundtable session(s), etc.”

The number of stakeholders that will need to be engaged in the AAR/IP process will depend on how many key stakeholders are identified by the successful Applicant and ICPHD Project Manager during Phase I of the project.

**30. Is there an idea of how many interviews, focus groups/round tables, and surveys are desired to be developed?**

Answer: Pg 5, “Phase I: Project Initiation - The successful Applicant will conduct a project management team meeting with the ICPHD Project Manager to validate the proposed work plan, identify internal and external key stakeholders, clarify the main areas or issues that should be covered in the AAR, and review the proposed timeline for completing the AAR. The successful Applicant and the ICPHD Project Manager will identify key individuals from ICPHD, County departments, external agencies and community partners to be interviewed, and participate in interactive roundtable session(s), etc.”

The successful Applicant and the ICPHD Project Manager will identify how many interviews, focus groups/round tables, and surveys are to be developed.



**31. Can you confirm if focus groups/roundtables are desired? This activity is only referenced here, not in Phase II of AAR development which echoes the interviews and surveys.**

Answer: Pg 5, "Phase I: Project Initiation - The successful Applicant will conduct a project management team meeting with the ICPHD Project Manager to validate the proposed work plan, identify internal and external key stakeholders, clarify the main areas or issues that should be covered in the AAR, and review the proposed timeline for completing the AAR. The successful Applicant and the ICPHD Project Manager will identify key individuals from ICPHD, County departments, external agencies and community partners to be interviewed, and participate in interactive roundtable session(s), etc."

The successful Applicant and the ICPHD Project Manager will identify if focus groups/roundtables will be required.

**32. Can the proposer include a cover letter?**

Answer: Yes.

**33. What proof of financial stability is to be provided?**

Answer: Two (2) years of audited financial statements will suffice this request.

**34. What is the desired period of performance?**

Answer: The successful Applicant is expected to start within 30 days after the contract has been approved by the County Board of Supervisors, which is anticipated to occur between November 14, 2023, and December 5, 2023. Project completion shall be by December 1, 2024.

**35. What is the budget for this project?**

Answer: The County has budgeted a maximum of \$225,000.00 for this contract.

**36. Are wet signatures required for the original hard copy?**

Answer: Wet signatures are not required for this RFP. Legal contracts do require wet signatures.

**37. Would the County consider a firm-fixed price contract with an associated deliverable-based invoicing schedule?**

Answer: Yes, the County may consider a firm-fixed price contract with an associated

deliverable based invoicing schedule. Recommendations for invoice schedule and claim format can be submitted upon review of final contract for approval.

**38. Are Proposer's permitted to include all Federally Approved Indirect Cost rates such as, General & Administrative, Overhead, and a reasonable profit percentage?**

Answer: Federally approved indirect cost rates may be approved. Indirect cost rates included in budget proposal must follow OFFICE OF MANAGEMENT AND BUDGET 2 CFR Chapter I, and Chapter II, Parts 200, 215, 220, 225, and 230 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards AGENCY: Executive Office of the President, Office of Management and Budget (OMB). ACTION: Final guidance. [2013-30465.pdf \(govinfo.gov\)](https://www.govinfo.gov/records/2013-30465).

**39. In regard to the timeline for the project, does the County have a required project end date the vendor should include when developing the timeline?**

Answer: The successful Applicant is expected to start within 30 days after the contract has been approved by the County Board of Supervisors, which is anticipated to occur between November 14, 2023, and December 5, 2023. Project completion shall be by December 1, 2024.

**40. What type of documentation would the County prefer to see for the proof of financial stability? i.e. a letter of credit from the proposer's bank or actual audited financials and if so, going how many years back?**

Answer: Two (2) years of audited financial statements will suffice this request.

**41. In Exhibit C, Section 1: Expense Summary, Will the County accept a fully burdened hourly rate with travel and ODC's as separate line items?**

Answer: The County may consider a fully burdened hourly rate with travel and ODC's as separate line items with appropriate back-up for reimbursement. Recommendations for invoice schedule and claim format can be submitted upon review of final contract for approval.

**42. We strive for sustainability, and respectfully ask the County to consider accepting proposals by email only.**

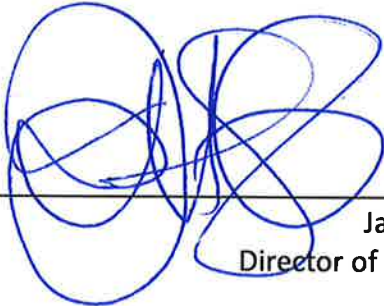
Answer: All Applicants are requested to follow proposal format and submission requirements as detailed in this RFP. Failure to provide in the required format may result in disqualification.

**43. Can the County clarify the intent of providing job descriptions? i.e. are you wanting to see job descriptions for their role in the scope of work?**

Answer: A job description detailing their role in the specific scope of work will meet the requirement of this RFP.

**44. It appears the County is asking for Exhibit C in both Section 5 and the standalone Budget section. Can the County clarify if Exhibit C should be included in Section 5 or as a standalone section.**

Answer: Pg 13, Section 5: Budget Proposal- Exhibit C (Budget Proposal Template) is required to be completed and meets the requirements for Section 5: Budget Proposal. Exhibit C is not part of the 10–12-page narrative proposal or limit, and it is not meant to be duplicative. It is meant to be a standalone section.



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Janette Angulo  
Director of Public Health

**Acknowledgement of Addendum No. 1**

Each consultant must acknowledge receipt of this addendum in the noted space below. This addendum must be attached to the proposal.

Company Name: \_\_\_\_\_

Authorized Signatory Name: \_\_\_\_\_

Authorized Signature: \_\_\_\_\_

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