



*Delaware Health
And Social Services*

DIVISION OF MANAGEMENT SERVICES

PROCUREMENT

DATE: September 28, 2018

HSS 18-026

Strategic Plan for the Department of Health & Social Services

for

Division of Management Services

Date Due: October 18, 2018

By 11:00 AM Local Time

ADDENDUM #2- Questions and Answers

PLEASE NOTE: The attached sheets hereby become part of the
Above mentioned Request for Proposal.

Kimberly Jones
Procurement Administrator

Kieran Mohammed
Program Analyst

HSS-18-026-Strategic Plan for DHSS

Questions and Answers

1. Please provide further guidance for what milestones DHSS would like to accomplish by the end of contract year 1. Is there an expected milestone framework over the base year and two option years? **We are looking for vendors to describe their process for delivering the requirements of the scope as outlined in Appendix B. Preferably, their strategies should include a realistic deliverable of work product, time and cost.**
2. Is there a strategic planning framework that DHSS has been using that they would like to leverage? Move away from? **The various Divisions of DHSS have employed various strategies for developing strategic frameworks. A blanket DHSS strategic framework weighs on the strategic goals of lower costs, better health, better care.**
3. Does DHSS have a desired return on investment as a result of carrying out the proposed strategic plan, or will this be determined during development of the plan? **A 3 to 1 return on investment as aligned with the expectations of most process improvement strategies would be a minimum desire of any implementation plan.**
4. Is there a current capacity inside the agency for cross-division staff communication? **The staff of the various Divisions of DHSS frequently communicate across divisions.**
5. Can DHSS provide any existing plans or relevant documents during the RFP process? **Not at a Departmental level, however, Divisions may independently choose to share existing plans or relevant documents once the contract is being performed.**
6. Has DHSS worked with a vendor on strategic planning related to this SOW in the past three years? If “yes”, please provide the name of that vendor. Will that vendor be eligible to submit a bid in response to this RFP? **The various Divisions of DHSS work with vendors on various planning, process improvement and strategic initiatives. The names of most of DHSS’ contracted vendors can be accessed on the bids.delaware.gov website. Only non-eligible vendors as outlined in HSS-18-026 will not be eligible to bid on this RFP.**
7. Do the current DHSS data systems interact across the DHSS agencies? Is there existing data that shows a client's engagement/enrollment across programs and agencies? **Not all systems interact across the Department. There are multiple boutique software systems designed to fulfill specific Divisional program need that may contain client engagement and enrollment data into various programs.**
8. Will DHSS provide workspace for the successful vendor’s staff to work onsite during portions of this project? **These arrangements may be discussed upon contract negotiations with selected vendors. All vendors should include all expected expenses as part of their budget proposal.**
9. What data will be available to the contractor to assist in the development of outcome measures and processes? **As much data as is available, accurate and unprotected/non-confidential but contractors may be expected to collect and analyze data independently.**

10. Does DHSS have an existing inventory of programs and/or partnerships? **Our best "inventory list" would probably be found on our bids.delaware.gov directory.**
11. What data will be available to the contractor to assist in the needs assessment? **We will discuss access to data and other performance related topics with the selected vendor. Vendors should propose a deliverable assuming that they will need to perform all activities including data collection.**
12. Please confirm whether the vendor will be working with each of the 11 divisions listed to develop program goals for the strategic plan. Please also provide the number of programs within each of the divisions are included in the scope of the RFP.
It would probably be a good idea for vendors to work with all Divisions, however, we defer to vendors to develop a deliverable, cost and timeline to best navigate the DHSS terrain. We do not have an answer for the second part of this question.
13. Section III.A has two requirements that are not due until after contract award (business license and insurance) so we are assuming no response is required for those. Please confirm. **These requirements are confirmed**
14. In addition, Appendix B and III.B request similar information. Can bidders organize the proposal in the order provided in Appendix B, while ensuring that the Minimum Requirements (III.A) and General Evaluation Requirements (III.B) are addressed and the RFP attachments/forms are included?

Yes, bidders can organize proposals in the order provided in Appendix B. All required attachments and other minimum requirements must be included.
15. Beyond the proof of Delaware business licensure, which isn't required until after award, what other licenses and/or certifications would be required? **Licenses and certifications that support the qualifications of the vendor should be cited in the proposal.**
16. *"Completion of a project of similar size and scope."* Is this a requirement to be discussed in its own section or is this part of the reference(s) requirement? **You may choose to include this in its own section.**
17. A.4 lists Kieran Mohammed as the RFP Designated Contact and B.2 lists Kimberly Jones as the person to receive proposals. Please confirm that this is correct. In addition, the floor numbers and room numbers are different for the two contacts. Please confirm that this is correct. **All bids should be delivered to Kimberly Jones, the Procurement Administrator for DHSS. All questions were to be received by Kieran Mohammed, Program Analyst for DHSS.**
18. *"Please provide a separate electronic pricing file from the rest of the RFP proposal responses."* Should the technical and pricing paper copies be provided in separate binder or can they be submitted in one?

Binders are not required. All pricing documents should not be bound to the technical proposal. A loose sheet is acceptable.

19. How will the Pricing Proposal be evaluated and what weight will be given to it?

The evaluation criteria and associated weight is provided in the Request for Proposal.

20. Section number: IV

Paragraph number: C.2, Criteria Weight

Page number: 13

Text of passage being questioned: "Bidders must circle Yes or No to the following questions and include the answers in their response." Can responses to these questions be provided as part of our subcontractor discussion or does the State want this page of the RFP provided with the other required forms.

Responses to the Supplier Diversity and Inclusion questions must be included in the proposal, preferably in the Transmittal Letter. The entire page does not need to be replicated and included.

21. "e. Development of Outcome and Process Measures f. The strategic plan shall assess..." We are assuming that f. is a typo and that Implementation Plan is actually f. and Work Location is g. Please confirm.

There is an updated version of the RFP currently posted on bids.delaware.gov that has the corrected language.

22. Does the State have a preferred format for the deliverable-cost schedule?

No, there is no preferred format for the deliverable cost schedule.

23. Section I, Paragraph 3, Page 2, "A pre bid meeting has been scheduled for September 18, 2018 at 1:30pm..." Question: Will the State make a conference call-in line available to participate by phone? No call in or remote access is available.

24. Section III, Paragraph B, Page 2, "4. Location (geographical)". Question: Can the State please elaborate on how geographic location will be considered in the evaluation of proposals? Will the State give preference to a vendor with team members located within the State of Delaware?

No preference will be given for geographical location, vendors will be evaluated according to the evaluation criteria. Vendors will be required to work on site for a portion of the RFP.

25. Section IV, Paragraph 13.b.Sub-contracting, Page 8, "This contract allows subcontracting assignments; however, vendors assume all responsibility for work quality, delivery, installation, maintenance, and any supporting services required by a subcontractor." Question: Are references in Attachment 5 required for each proposed subcontractor or just on the Prime Vendor? Subcontractors are the responsibility of the primary vendor and they will not have a direct contractual relationship with the state, as such the references pertain to the primary vendor only.

26. Section IV, Paragraph 2. Proposal Selection Criteria, Page 12, “The Proposal Evaluation Team shall assign up to the maximum number of points for each Evaluation Item to each of the proposing vendor’s proposals.” Question: Can the State please provide the number of points available on each Evaluation Item? **The breakdown of assigned points has not been established at this point. General category weights are listed.**
27. Section IV, Paragraph 2. Proposal Selection Criteria, Page 12, “The Proposal Evaluation Team shall assign up to the maximum number of points for each Evaluation Item to each of the proposing vendor’s proposals.” Question: Are the “Evaluation Item” the same as the “Criteria” listed in the table on page 13? If not, what are the specific evaluation items that will receive a number of points? **The evaluation committee may choose to subcategorize the broad categories and assigned itemized weights, these decisions have not been made at this point.**
28. Section IV, Paragraph Criteria Weight, Page 13, “the following criteria shall be used by the Evaluation Team to evaluate proposals:” Question: The table on page 13 lists the weight of the four Criteria (i.e., 30, 20, 30, 20), but not the total number of points available to earn for each Criteria. Is the Weight the same as the Maximum Number of Points available for each criteria listed? **The evaluation team will determine the weight and details of the scoring closer to the evaluation process.**
29. Section V, Paragraph Contract Terms and Conditions, Page 14 (start), “V. Contract Terms and Conditions”. Question: Are the Contract Terms and Conditions listed on pages 14 through 28 the official contract that the Vendor can provide suggested exceptions to using Attachment 3 or is there a separate contract? If there is a separate contract, please provide and clarify how the Contract Terms and Conditions that begin on page 14 relate to a separate contract.
- The Professional Services Agreement is the actual document awarded vendors will sign, however, the applicable terms and conditions for the agreement are listed on pages 14 through 28.**
30. Appendix B, Paragraph 1, Page 41, “DHSS seeks responses for public sector performance improvement and organizational development strategies.” Question: The RFP indicates a start date of November 1, 2018 but no dates for when the work in Appendix B is expected to be completed. Does the State have any specific due dates/milestones of work that must be completed by? **The State desires that the vendors provide an efficient and effective proposal that demonstrates the most value for this State initiative.**
31. Appendix B, Paragraph 1, Page 41, “DHSS seeks responses for public sector performance improvement and organizational development strategies.” Question: Will the selected Vendor be supporting DHSS in implementing performance improvement and/or organizational development strategies or is this work limited to helping DHSS develop a strategic plan only? **The current RFP seeks proposals for a strategic plan as outlined in the Appendix B.**

32. Appendix B, Paragraph 1, Page 41, "DHSS seeks responses for public sector performance improvement and organizational development strategies." Question: Does the State have a maximum or not-to-exceed budget for the work to be completed in Year 1? **The total contract amount is not to exceed \$250,000.**

33. Does DHSS have an anticipated level of effort (in hours or dollars) for this project?

- Section number: V.
- Paragraph number: 8.m.
- Page number: 21
- Text of passage being questioned: "All contract costs must be as detailed specifically in the Vendor's cost proposal. No charges other than as specified in the proposal shall be allowed without written consent of the State of Delaware. The proposal costs shall include full compensation for all taxes that the selected vendor is required to pay."
\$250,000

34. Is there a page limit for any portion of our response to this RFP?

- Section Number: IV. B.
- Paragraph number: 9.
- Page number: 6
- Text of passage being questioned: "The State of Delaware discourages overly lengthy and costly proposals. It is the desire that proposals be prepared in a straightforward and concise manner. Unnecessarily elaborate brochures or other promotional materials beyond those sufficient to present a complete and effective proposal are not desired. The State of Delaware's interest is in the quality and responsiveness of the proposal."
There is no page limit however, too much non-value content may impact the clarity of your proposal and the ability for the evaluators to comprehend the details of your proposal.

35. The proposal states that vendors must submit a separate electronic pricing file from the rest of the RFP proposal responses. Should this be submitted on a separate CD or DVD media disk, or as a separate file on the same disk? Should the pricing file also be submitted as a separate paper file? Should the pricing file also be submitted as two paper copies and three electronic copies?

- Section number: IV. B.
 - Paragraph number: 2.
 - Page number: 5
- Text of passage being questioned: "To be considered, all proposals must be submitted in writing and respond to the items outlined in this RFP. The State reserves the right to reject any non-responsive or non-conforming proposals. Each proposal must be submitted with two (2) paper copies and three (3) electronic copies on CD or DVD media disk. USB memory drive WILL NOT BE ACCEPTED. Please provide a separate electronic pricing file from the rest of the RFP proposal responses."

Two paper copies and three electronic copies of the proposal must be submitted.

The paper copy must be in two sections as follows:

1. Technical Proposal
2. Business Proposal

The electronic file should contain one PDF document containing the technical proposal and one document containing the business proposal.

36. Do we need to insert the PDF Reference Form (Attachment 5) provided by DHSS into our response, or can we recreate the form in Microsoft Word, using the same fields?

- Section number: IV. B.
- Paragraph number: 23.
- Page number: 11
- Text of passage being questioned: Provide at least three (3) business references consisting of current or previous customers of similar scope and value using Attachment 5. Include business name, mailing address, contact name and phone number, number of years doing business with, and type of work performed. Personal references cannot be considered.

All forms have been provided in Word Format. Completed forms should be included in the Technical Proposal in PDF format.

37. Is this a firm fixed price contract?

- Section number: V. 8.
- Paragraph number: m.
- Page number: 21
- Text of passage being questioned: "The State of Delaware will require a payment schedule based on defined and measurable milestones. Payments for services will not be made in advance of work performed. The State of Delaware may require holdback of contract monies until acceptable performance is demonstrated (as much as 25%)."

According to the language cited the State may treat this contract as a performance based contract if so desired.

38. Should respondents provide any detail about proposed tasks/activities in option years one and two?

- Section number: IV. V.
- Paragraph number: 4.a.
- Page number: 15
- Text of passage being questioned: "The term of the contract between the successful bidder and the State shall be for one (1) year with two (2) optional extensions for a period of one (1) year for each extension."

The State desires a plan that details the activities for the first year.

39. Should deliverables for the current project build from, link, and/or align to any existing DHSS strategic plans, division or program goals?

- Section number: II.
- Paragraph number: 2
- Page number: 2

- Text of passage being questioned: “DHSS seeks a strategic plan to define appropriate and measureable division and program goals, and to compile and assess the results of those goals in order to inform future program goals.”

This is left to be determined.

40. If there are any existing DHSS strategic plans, division or program goals that are relevant to this effort, can DHSS provide additional information related to these items for the purposes of vendors writing proposals in response to this RFP?

- Section number: II.
- Paragraph number: 2
- Page number: 2
- Text of passage being questioned: “DHSS seeks a strategic plan to define appropriate and measureable division and program goals, and to compile and assess the results of those goals in order to inform future program goals.”

No additional information is available at this time. Any additional content for this RFP will be submitted to the bids website as Addenda should more information become available.

41. DHSS refers to ‘structural’ and ‘organizational...improvement strategies’ to ‘help DHSS achieve the goals laid out in the plan.’ Would DHSS like staffing, workload, and/or caseload analysis to be conducted as part of this effort to inform the structural improvement strategies provided in contractor final deliverables?

- Section number: Appendix B
- Paragraph number: Appendix B, Bullet 3.
- Page number: 41
- Text of passage being questioned: “Structural, organization, and process improvement strategies to help DHSS achieve the goals laid out in the plan.”

Staying the course of a strategic plan would be ideal however, within the strategic proposal a vendor may choose to include process and performance related criteria. Again, please develop a proposal that aligns with the Appendix B scope of services.

42. Will DHSS provide additional detail regarding expected timeline for the completion of the tasks outlined in Appendix B?

- Section number: Appendix B
- Paragraph number: Appendix B, paragraphs a.-h.
- Page number: 41-42
- Text of passage being questioned: “The vendor will be expected to perform the following tasks...”

No, DHSS will not further determine the timelines other than those already stated as the contract terms.

43. A great deal of the success of this effort is pinned to an inclusive, engaging process (with customers, stakeholders, divisions, employees, leadership team, etc.). Does DHSS have any expectations to share regarding the vendor’s access to leadership and staff for this effort, and expected time or level of engagement of these stakeholders?

- Section number: Appendix B
- Paragraph number: Appendix B, paragraphs a.-h.
- Page number: 41-42

- Text of passage being questioned: “The vendor will be expected to perform the following tasks...”

The specifics of access the leaders, staff, etc. will be discussed with the selected vendor.

44. Regarding the Criteria Weight table, please confirm that bidders should include only the section of the table that requires a response?

- Section number: IV.
- Paragraph number: C.2, Criteria Weight Table
- Page number: 13
- Text of passage being questioned: “Bidders must circle Yes or No to the following questions and include the answers in their response.”

Bidders are only required to include the Questions and Responses to the questions in their proposal submission. This information can be included in the Transmittal Letter.

45. Please confirm that a copy of the Supplier Diversity Plan is not required.

- Section number: IV.
- Paragraph number: C.2, Criteria Weight Table
- Page number: 13
- Text of passage being questioned: “Does the bidder have a Supplier Diversity plan currently in place?”

Bidders are not required to have a Supplier Diversity plan, however, if one is in place, please include in proposal submission.

46. Is an original signature from the sub-contractor required on Attachment 6?

- Section number: Attachment 6
- Paragraph number: Part II – Acknowledgement by Subcontractor
- Page number: 36
- Text of passage being questioned: “Acknowledgement by Subcontractor” – “10. BY Signature”

Original signatures are required in the original submission.

47. Understanding the contract terms outlined in the RFP, should the submitted Technical and Cost proposals (Price file) reflect the three-year period? Or just year one (1)?

Please include the first year.

48. What are DHSS’ expectations for year one (1) deliverables?

We anticipate responsiveness to the scope of services as outlined in Appendix B.

49. Please clarify if the Cost proposal (Price file) is to be included with the paper copies of the vendor proposal paperwork.

You must include 2 paper copies of the cost proposal. You must also include 3 electronic copies of the cost proposal.

50. Please confirm that the requirement for electronic copies consist of three (3) copies of the Technical proposal and one (1) copy of the Price file.
One copy of the price file should be included on all three CDs.
51. Will the contractor have full direct access to the agency staff?
The details of staff and other resource access will be discussed with the selected vendor.
52. Could you provide insight as to who the agency staff might be, or at least what level? **All levels of staff may become accessible for participation in data collection for the purposes of this RFP. the specifics about accessibility, etc. will be discussed with the selected vendor.**
53. Aside from what is available on line, will the contractor have full access to all existing strategic and operational plans for each division? **The specifics of access to data will be discussed with the successful vendor.**
54. Completion of a needs assessment that involves stakeholders, clients, and non-clients in the process and utilizes valid mixed methods research mechanisms and instruments, that include focus groups, surveys and interviews, to gauge public opinion and identify future needs.....Please define non-clients in this context.
Anyone else outside of clients and stakeholders that are within ethical data collection practices.
55. Is there a suggested or standard budget template to use for the Price file.
No, there is no standard budget template. Please present a pricing file that is realistic, and aligned with the technical proposal.
56. If not, should the Cost Proposal (Price file) be in a format to include the specifics outlined in the Deliverable-Cost Schedule.
The cost proposal should be aligned with the technical proposal deliverable. Please do not take the total dollar amount divided by 12 months.
57. Can the Department provide guidance on the budget for the Strategic Plan?
\$250,000
58. Based on the functional areas is it safe to assume there are Divisions function in multiple areas?
Do you have any idea as far as the Divisions and the overlap of citizens and community stakeholders?
59. Is the workplan section a timeline and a description? What are you looking for when you evaluate that section?
We want to see a timeline associated with deliverables.
60. When you refer to external customers as part of the VOC work, does that include the outside contractors or the clients?

It is a broad definition of “customer”

61. What type of VOC analysis have you done in the past?

Very random, we did some internal voice of the customer data collection. We also did external needs analysis using surveys, focus groups, interviews.

62. What are your top three concerns from a health care perspective?

Health care spending benchmark, cost of care, measure the quality of care.

63. Have the state completed a MIDA assessment

No the state has not completed an MIDA assessment

64. Is it acceptable to use market incentives, offering gift cards?

We cannot do that as a State entity.

65. Do you know if any division use outcome planning with process measures?

Yes, many Divisions are using qualitative to quantitative analysis for outcomes.

66. What is the process/timeline for DHSS IRB review of primary data collection tools?

Proposals are reviewed during the month that they are received if they are received two weeks prior to the meeting date, which is usually the 4th Tuesday of the month. During the meetings, researchers present information, Board members ask questions and then the HSRB votes on whether to approve proposals, reject proposals, or to request modifications and/or additional information. Once a proposal is approved by the HSRB, it is submitted by the HSRB to the DHSS Secretary for a final determination and signature.