



*Delaware Health
And Social Services*

DIVISION OF MANAGEMENT SERVICES

PROCUREMENT

DATE: January 24, 2019

HSS 19 015

Strategic Plan for DHSS Security

for

Division of Management Services

Date Due: February 20, 2019

By 11:00 am Local Time

ADDENDUM #1 –Questions and Answers

PLEASE NOTE:

THE ATTACHED SHEETS HEREBY BECOME A PART OF THE ABOVE
MENTIONED RFP.

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HSS19015-DHSSSECURE
Strategic Plan for DHSS Security
Questions and Answers
January 21, 2019

1. How many DHSS leadership and customer locations must be visited during Phase 1 as part of the in-person meetings?

Four locations must be visited during Phase 1.

- Herman Holloway Campus in New Castle, DE
- Governor Bacon Health Center in Delaware City, DE
- Delaware Hospital for the Chronically Ill in Smyrna, DE
- Stockley Center in Georgetown, DE

2. In what cities are the meeting locations?

See above.

3. Define "customers" as it related to the in-person meetings.

Our campuses house several of the divisions within DHSS. They are all customers of the Division of Management Services' Security Teams. For this project we want you to meet with the leaders of our sister divisions but also the staff members who are most affected by security issues. For example, the Main Building on the Herman Holloway Campus houses our Labor Relations group. Front desk staff regularly deal with upset, confrontational individuals. Customers will vary by site. For the most part, you will be able to meet with them in one group.

4. Do any written policies currently exist for the Division of Substance Abuse and Mental Health, the Division of State Service Centers or the Division of Child Support Services?

Yes. Policies and contracts will be shared once we have a contract in place with a vendor.

5. Define the expectations on what level of engagement is by the selected contractor relative to "Assist" with policy development.

At a minimum, we want a list of standard polices that should be in place across our campuses and examples of these policies that we can review and possibly modify for our use. We also expect recommendations around the development of policies that support unique functions on one campus, if necessary.

6. Define the expectations on what level of engagement is by the selected contractor relative to "Assist" with development of reports.

At a minimum, we want to establish a list of data elements to be collected at all campuses. We need to establish a list of standard reports and examples of reports that we can review and possibly modify for our use.

7. Define the expectations on what level of engagement is by the selected contractor relative to "Assist" with development of a centralized communication plan.

DMS Officers' are learning, training and problem solving in isolation at each campus. They have specifically asked for opportunities to share best practices and lessons learned statewide. We want some recommendations around how we can communicate across campuses and encourage teamwork.

8. Please confirm that Phase 1 includes on-site visits at two locations in New Castle, one location in Smyrna and one location in Georgetown.

Phase 1 includes on-site visits to four locations.

- Herman Holloway Campus in New Castle, DE- New Castle County
- Governor Bacon Health Center in Delaware City, DE- New Castle County
- Delaware Hospital for the Chronically Ill in Smyrna, DE- Kent County
- Stockley Center in Georgetown, DE- Sussex County

9. Please confirm that Phase 2 includes on-site visits at one location in New Castle, one location in Seaford, one location in Newark, one location in Frankford, two locations in Georgetown, two locations in Dover, two locations in Milford and three locations in Wilmington.

The total number of locations is correct but the breakout is slightly off.

Phase 2 includes on-site visits as follows:

- 1 location in New Castle- Division of Child Support Services
- 1 location in Seaford- Division of State Service Centers
- 1 location in Newark- Division of State Service Centers
- 1 location in Frankford- Division of State Service Centers
- 2 locations in Georgetown- Division of State Service Centers & Division of Child Support Services
- 3 locations in Dover- Division of State Service Centers & Division of Child Support Services
- 1 location in Milford- Division of State Service Centers
- 3 locations in Wilmington- Division of State Service Centers

10. What is driving the need for this initiative at this time?

Over the past several years, monetary and human resources have been reduced department-wide. At the same time, the need for heightened security is on the rise. We need to be sure that we are maximizing our existing resources and advocating for additional resources if needed. Employee morale is low and needs to be addressed in a thoughtful, continuous way.

11. Is there an incumbent currently providing any of the services outlined in the scope of work? If so, could you identify?

No.

12. Has similar planning initiative(s) been undertaken by DHSS in the past? If yes, can you please provide details?

No.

13. Is there a page limit for the response?

No. Please consider that we will have multiple proposals to review.

14. What will be the most important factor(s) in considering all submitted proposed plans?

All proposals meeting minimum submission requirements will be considered. Please refer to the proposal selection criteria for details on how proposals will be scored.

15. Policy – Are there current policies in place that need to be reviewed and adjusted or do they need to be developed and written from scratch? Do they have a current audit or review plan?

We have policies that can be reviewed and updated if appropriate. Some may need to be eliminated and others may need to be written from scratch.

16. Does each area have policies tailored to that site or are there a set of policies that cover all sites inclusively?

Yes, policies are site specific. There are probably redundancies.

17. Are there current reports utilized or do they need to be written from scratch?

We have reports that can be reviewed and updated if appropriate. Some may need to be eliminated and others may need to be written from scratch.

Reports are site specific and need to be standardized.

18. With whom are the contracted security affiliated? Company profile?

DHSS contracts with SunState Security.

19. If awarded, we would need the contract security scope of work.

The contract will be made available to the selected vendor.

20. Which group and/or department is the project sponsor for the initiative?

Department of Health and Social Services, Division of Management Services.

21. Will there be an assigned project team from DHSS? If yes, can you please describe the team?

Yes, DHSS will have a project team.

At this time, we are proposing one project coordinator, one person for administrative support and one security liaison (four total) from each campus.

The composition of the team may change based on the proposal and timeline.

22. Can you please provide the anticipated timeline for the project (e.g. project launch, and conclusion of the project)?

We expect to award the contract in March. We are asking interested vendor to propose a project timeline for each phase.

23. Is there a specific event toward which this project is targeted?

No.

24. Is there a preferred delivery time frame?

6 to 12 months.

25. Is there a preferred methodology the DHSS team wants to follow for this project?

No. Please propose a methodology.

26. If yes, can you please elaborate and is the DHSS team open to an alternative methodology and approach for the project?

See above.

27. Budget & Pricing

Has a budget been allocated towards this project? If yes, can you please share the estimated budget?

A budget has been allocated for this project. It is \$100,000.

28. The RFP lists broad sets of areas to be covered such as policies, procedures, communications and training. What are the top two or three areas that need to be addressed the most?

A top priority for security officers is uniformity and connectivity across campuses. Priority should be placed on the activities that give us a solid foundation towards that end.

A top priority for management is identifying how resources (people, money, equipment) should be allocated to best support our officers and the people they serve.

29. The RFP does not include work-around emergency planning or a hazard vulnerability impact assessment. Would that be something you are interested in us adding into the proposal?

Yes. We recognize that this is an area to be addressed. If there is room in the budget, we would like to include emergency planning.

30. Would it be helpful to compare criticality and cost in the recommendations?

Yes. The results of this project will be used to inform future budget and staffing requests. It is highly unlikely that all resources will be acquired in one budget cycle. It is helpful to factor in criticality and cost to set priorities over multiple years.

31. Will this project focus on technology or physical security?

We expect that this project will result in recommendations to upgrade our information technology and equipment but the project is not specifically to modernize through technology. The focus is more on policies, procedures and training related to physical security.