



**Solicitation Information
March 24, 2014**

RFP# 7548607

TITLE: Strategic Plan for the Executive Office of Health and Human Services

Submission Deadline: Wednesday, April 23, 2014 at 10:30 AM (Eastern Time)

PRE-BID/ PROPOSAL CONFERENCE: No

MANDATORY:

If YES, any Vendor who intends to submit a bid proposal in response to this solicitation must have its designated representative attend the mandatory Pre-Bid/ Proposal Conference. The representative must register at the Pre-Bid/ Proposal Conference and disclose the identity of the vendor whom he/she represents. A vendor's failure to attend and register at the mandatory Pre-Bid/ Proposal Conference shall result in disqualification of the vendor's bid proposals as non-responsive to the solicitation.

DATE:

LOCATION:

Questions concerning this solicitation must be received by the Division of Purchases at David.Francis@purchasing.ri.gov no later than **Thursday, April 3, 2014 at 10:00 AM (ET)**. Questions should be submitted in a *Microsoft Word attachment*. Please reference the RFP# on all correspondence. Questions received, if any, will be posted on the Internet as an addendum to this solicitation. It is the responsibility of all interested parties to download this information.

SURETY REQUIRED: No

BOND REQUIRED: No

David J. Francis
Interdepartmental Project Manager

Applicants must register on-line at the State Purchasing Website at www.purchasing.ri.gov

Note to Applicants:

Offers received without the entire completed four-page RIVIP Generated Bidder Certification Form attached may result in disqualification.

THIS PAGE IS NOT A BIDDER CERTIFICATION FORM

Disk Based Bidding Information

File Format

All disk based bid files are ZIP files that you can open using the WinZip 8.1 software. The ZIP file will contain one or more files based on the type of Bid/RPF.

Downloading the Disk Based Bid

Bids that have a file for download are marked with a "D" in the Info field of the bid search results. The "D" will be an active link to the WinZip file. Clicking on the active "D" link will allow you to open or save the ZIP file associated with the bid. Opening the WinZip file will download a copy to your computer's temporary directory.

Opening the Disk Based Bid

Once downloaded, you can open the ZIP file with WinZip and view the Microsoft Office files contained within the WinZip file. Immediately save (extract) the individual files to an appropriate directory on your computer, such as "Desktop" or "My Documents".

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SECTION 1: INTRODUCTION

The Rhode Island Department of Administration/Division of Purchases, on behalf of the Rhode Island Executive Office of Health and Human Services is soliciting proposals from qualified firms to provide technical assistance and consultation services to assist EOHHS with the design, development and completion of a Secretariat strategic plan, in accordance with the terms of this Request for Proposals and the State's General Conditions of Purchase, which may be obtained at the Rhode Island Division of Purchases Home Page by Internet at www.purchasing.ri.gov.

The initial contract period will begin approximately July 1, 2014, for one year. Contracts may be renewed for up to four additional 12-month periods based on vendor performance and the availability of funds.

This is a Request for Proposals, not an Invitation for Bid. Responses will be evaluated on the basis of the relative merits of the proposal, in addition to price; there will be no public opening and reading of responses received by the Division of Purchases pursuant to this Request, other than to name those offerors who have submitted proposals.

Instructions and Notifications to Offerors

1. Potential vendors are advised to review all sections of this RFP carefully and to follow instructions completely, as failure to make a complete submission as described elsewhere herein may result in rejection of the proposal.
2. Alternative approaches and/or methodologies to accomplish the desired or intended results of this procurement are solicited. However, proposals which depart from or materially alter the terms, requirements, or scope of work defined by this RFP will be rejected as being non-responsive.
3. All costs associated with developing or submitting a proposal in response to this RFP, or to provide oral or written clarification of its content shall be borne by the vendor. The State assumes no responsibility for these costs.
4. Proposals are considered to be irrevocable for a period of not less than 120 days following the opening date, and may not be withdrawn, except with the express written permission of the State Purchasing Agent.
5. All pricing submitted will be considered to be firm and fixed unless otherwise indicated herein.
6. Proposals misdirected to other state locations, or which are otherwise not present in the Division at the time of opening for any cause will be determined to be late and will not be considered. For the purposes of this requirement, the official time and date shall be that of the time clock in the reception area of the Division.
7. It is intended that an award pursuant to this RFP will be made to a prime vendor, or prime vendors in the various categories, who will assume responsibility for all aspects of the work. Joint venture and cooperative proposals will not be considered. Subcontracts are permitted, provided that their use is clearly indicated in the vendor's proposal and the subcontractor(s) to be used is identified in the proposal.

8. All proposals should include the vendor's FEIN or Social Security number as evidenced by a W9, downloadable from the Division's website at www.purchasing.ri.gov.
9. The purchase of services under an award made pursuant to this RFP will be contingent on the availability of funds.
10. Vendors are advised that all materials submitted to the State for consideration in response to this RFP will be considered to be Public Records as defined in Title 38, Chapter 2 of the General Laws of Rhode Island, without exception, and will be released for inspection immediately upon request once an award has been made.
11. Interested parties are instructed to peruse the Division of Purchases website on a regular basis, as additional information relating to this solicitation may be released in the form of an addendum to this RFP.
12. Equal Employment Opportunity (G.L. 1956 § 28-5.1-1, et seq.) – § 28-5.1-1 Declaration of policy – (a) Equal opportunity and affirmative action toward its achievement is the policy of all units of Rhode Island state government, including all public and quasi-public agencies, commissions, boards and authorities, and in the classified, unclassified, and non-classified services of state employment. This policy applies to all areas where State dollars are spent, in employment, public services, grants and financial assistance, and in state licensing and regulation.
13. In accordance with Title 7, Chapter 1.2 of the General Laws of Rhode Island, no foreign corporation, a corporation without a Rhode Island business address, shall have the right to transact business in the State until it shall have procured a Certificate of Authority to do so from the Rhode Island Secretary of State (401-222-3040). This is a requirement only of the successful vendor(s).
14. The vendor should be aware of the State's Minority Business Enterprise (MBE) requirements, which address the State's goal of ten percent (10%) participation by MBE's in all State procurements. For further information visit the website www.mbe.ri.gov
15. Under HIPAA, a "business associate" is a person or entity, other than a member of the workforce of a HIPAA covered entity, who performs functions or activities on behalf of, or provides certain services to, a HIPAA covered entity that involves access by the business associate to HIPAA protected health information. A "business associate" also is a subcontractor that creates, receives, maintains, or transmits HIPAA protected health information on behalf of another business associate. The HIPAA rules generally require that HIPAA covered entities and business associates enter into contracts with their business associates to ensure that the business associates will appropriately safeguard HIPAA protected health information. Therefore, if a Contractor qualifies as a business associate, it will be required to sign a HIPAA business associate agreement

SECTION 2: BACKGROUND

The Executive Office of Health and Human Services (EOHHS) is the Governor's Cabinet Office overseeing four (4) state health and human services departments: the Departments of Behavioral Healthcare, Developmental Disabilities, and Hospitals (BHDDH); Children, Youth, and Families (DCYF); Health (DOH); and Human Services (DHS). In addition, EOHHS is also the Medicaid Single State Agency. The EOHHS enterprise spends nearly \$3.5 billion per year (state and federal funding) on direct services and benefits to approximately 250,000 Rhode Island residents.

Medicaid is a federal and state matching entitlement program administered by states to persons who are aged, blind, disabled, and to low income individuals, children, and families. States determine eligibility criteria and covered services, and then provide reimbursement rates within certain federal guidelines. Program costs and reimbursement rates (FMAP) vary depending on individual state demographic data. The Rhode Island Medicaid program currently covers the needs of approximately 225,000 eligible residents at a cost of about \$2.3 billion annually in EOHHS. The budget is a combination of Medical Benefits paid out to Medicaid eligible members and providers and miscellaneous operating, personnel and contract expenditures.

In the state's Fiscal Year 2013, the Centers for Medicare and Medicaid (CMS) approved the transfer of the Medicaid program (Title XIX) from the state's Department of Human Services (DHS) to EOHHS. As the single state agency for Medicaid, EOHHS is responsible for the administration of the Title XIX of the Social Security Act. This transfer moved all of the Medicaid program development and finances to EOHHS, with the exception of the operations of the eligibility determination and redetermination processes, which remained in the DHS. EOHHS, DHS, and our state Health Care Exchange are in the process of developing a unified eligibility system which will cover Medicaid, Exchange, and all and all of the public assistance benefits (TANF, SNAP, CCDF, SSI) administered by the state.

EOHHS seeks an experienced and qualified vendor to assist in the development of a five-year strategic plan for the Secretariat, encompassing the Executive Office itself, the Medicaid program, and the delivery of services and benefits across the EOHHS enterprise.

SECTION 3: SCOPE OF WORK

The Secretariat seeks a strategic plan to clearly define the mission of the Secretariat and its state agencies, identify appropriate and measurable program goals and determine performance outcome measures to assess success against those goals. Strategic plans should aim to demonstrate the impact of their programs on achieving program goals.

The strategic plan should be demonstrably aligned to the priorities of the Governor and as expressed in budgets or other policy statements and it should be made clear how it supports the Governor's priorities, as appropriate.

Specific Activities / Tasks

EOHHS seeks responses to evaluate proposed bidder strategies and methodologies to assist the agency's executive team and senior management in the development of a strategic plan with actionable objectives based upon a comprehensive environmental scan. In partnership with EOHHS executive leadership, the ideal consultation will result in the timely, cost-effective and sustainable implementation of an EOHHS strategic planning process and documents that:

- Engage executives, senior staff, and representative stakeholders in providing information and feedback to inform the strategic plan development;
- Include staff inputs, stakeholder survey information and other relevant data to inform development of critical success factors, goals, strategies, activities and measures;
- Propose structural, organizational, and process changes to help EOHHS achieve the goals laid out in the plan;
- Provide on-going executive and senior management consultation that addresses essential strategic plan metrics, processes, testing and evaluation mechanisms;
- Include a framework that could be used to evaluate individual employee performance as it relates to the strategic plan; and
- Transfer knowledge about the strategic planning process to staff for future plan updates.

In the course of developing a strategic plan as described above, the vendor will be expected to perform the following tasks:

1. **Project Coordination:** EOHHS expects the vendor to coordinate with agency staff throughout the course of the project. Regular meeting and status reports are expected keep the project on schedule and to keep all identified stakeholders apprised of the progress of the planning process.
2. **Needs Assessment/Environmental Scan:** The strategic plan shall describe any expected or potential policy challenges and external pressures that will impact the programs administered by the Secretariat over the life of the plan, such as demographic, technological, environmental or economic factors, and describe how the Secretariat is working to address these challenges and pressures for the long-term. This task must include at least the following:
 - a. Review of existing plans and documents pertinent to the strategic plan.
 - b. Development of a demographic profile of the population served and community characteristics pertinent for strategic planning.
 - c. Identification of trends pertinent to strategic planning.
 - d. Assessment of the values, strengths, weaknesses and competencies of the organization.

- e. Comparison of similar organizations and best practices (including agencies from other states)
 - f. Completion of a needs assessment that involves stakeholders, users, and non-users in the process and utilizes valid research mechanisms to gauge public opinion and identify future needs.
3. **Program Inventory and Analysis:** Inventory existing program offerings and partnerships to serve as a baseline to identify service gaps and opportunities for different delivery options, partnerships and collaborations.
 4. **Identification of Opportunities, Strategies and Vision:** Outline a vision for EOHHS that identifies priorities, opportunities and strategies that will clarify the Secretariat's role and confirm its mission and values.
 5. **Development of Outcome and Process Measures:**
 - a. The strategic plan shall include outcome measures that relate to their program goals. These outcome measures should enable the Secretariat to measure progress in achieving their goals and must be prepared so they can be reported publicly.
 - b. The strategic plan shall also include information on program outputs to be monitored and reported on, such as the number of people a program serves, the number of transactions, or the time it took for certain activities to be completed. Estimates of demand for programs going forward should also be provided to the degree possible.
 - c. The strategic plan shall identify any opportunities to improve services, promote continuous operational improvements, and reduce costs by reforming services or developing innovative models of service delivery during the life of the plan and set out where possible any recommendations for legislative, regulatory or policy reforms to achieve said opportunities or improve service provision overall.
 6. **Implementation Plan:** The strategic plan shall include a focus on implementation, detailing the actions that the Secretariat (and potentially its state agencies) will undertake to deliver their program goals. Implementation sections of strategic plans should include milestones for when proposed actions are proposed to take place and when program goals are proposed to be achieved.

SECTION 4: TECHNICAL PROPOSAL

The technical proposal should address specifically each of the required elements:

- **Capability, Capacity, and Qualifications of the Offeror:** Please provide a detailed description of the Vendor's experience with strategic planning, organizational transformation, and program evaluation, especially in the public sector. A list of relevant client references must be provided, to include client names, addresses, phone numbers, dates of service and type(s) of service(s) provided. Your response should include, but not be limited to, the following:
 - Discuss your organization's previous experience with leading, facilitating, implementing and managing organizational change in complex multi-party public-private client care systems.
 - Describe your organization's previous experience with strategic planning development efforts in a multi-party public-private client care system.
 - Have you done any of the work you cite in Rhode Island? If so, where? Can we contact the client?
 - For all the questions above, have you utilized subcontractors to complete the work you cite above as part of your organization's capacity to respond to this RFP? If so, who?
- **Staff Qualifications:** Provide staff resumes/CV and describe qualifications and experience of key staff who will be involved in this project, including a description of their roles on the project.
- **Approach and Methodology:** Define the methodology and process used to develop the strategic plan, including (but not limited to) consultation and collaboration with stakeholders, research, implementation and training, and evaluation. Discuss your organization's approach and capacity to successfully:
 - Develop a strategic plan process with executive leadership team
 - Conduct environmental analyses and stakeholder sessions
Communicate strategic planning concepts, reports, and issues to executives, administrators, and providers in a multi-party public sector client care system
 - Craft and complete strategic plan documents for public sector organizations
- **Work Plan:** Describe in detail the timeline for the tasks included in the proposed methodology, including the expected participants from the vendor and the State.

SECTION 5: COST PROPOSAL

Vendors must provide a separate, signed and sealed Cost Proposal using **Appendix A: Cost Schedule Spreadsheet** for fees charged for the preparation and delivery of the strategic plan outlined in this proposal for a 12-month term. When formulating the cost proposal, vendors should present their costs by position with a fully loaded hourly rate. Please explain the basis and rationale of your fee structure.

SECTION 6: EVALUATION AND SELECTION

Proposals will be reviewed by a Technical Review Committee comprised of staff from state agencies. To advance to the Cost Evaluation phase, the Technical Proposal must receive a minimum of 60 (85.7%) out of a maximum of 70 technical points. Any technical proposals scoring less than 60 points will not have the cost component opened and evaluated. The proposal will be dropped from further consideration.

Proposals scoring 60 technical points or higher will be evaluated for cost and assigned up to a maximum of 30 points in the cost category, bringing the potential maximum score to 100 points.

The Executive Office of Health and Human Services reserves the exclusive right to select the individual(s) or firm (vendor) that it deems to be in its best interest to accomplish the project as specified herein; and conversely, reserves the right not to fund any proposal(s).

Proposals will be reviewed and scored based upon the following criteria:

Criteria	Possible Points
Capability, Capacity, and Qualifications of the Offeror	20 Points
Staff Qualifications	15 Points
Suitability of Approach/Methodology	20 Points
Quality of the Work Plan	15 Points
Total Possible Technical Points	70 Points
Cost calculated as lowest responsive cost proposal divided by (this cost proposal) times 30 points *	30 Points
Total Possible Points	100 Points

*The Low bidder will receive one hundred percent (100%) of the available points for cost. All other bidders will be awarded cost points based upon the following formula:

$$(Low\ bid / vendors\ bid) * available\ points$$

For example: If the low bidder (Vendor A) bids \$65,000 and Vendor B bids \$100,000 for monthly cost and service fee and the total points available are Thirty (30), vendor B’s cost points are calculated as follows:

$$\$65,000 / \$100,000 * 30 = 19.5$$

Points will be assigned based on the offeror’s clear demonstration of his/her abilities to complete the work, apply appropriate methods to complete the work, create innovative solutions and quality of past performance in similar projects.

Applicants may be required to submit additional written information or be asked to make an oral presentation before the technical review committee to clarify statements made in their proposal.

SECTION 7: PROPOSAL SUBMISSION

Questions concerning this solicitation may be e-mailed to the Division of Purchases at David.Francis@Purchasing.ri.gov no later than the date and time indicated on page one of this solicitation. Please reference **RFP # 7548607** on all correspondence. Questions should be submitted in a Microsoft Word attachment. Answers to questions received, if any, will be posted on the Internet as an addendum to this solicitation. It is the responsibility of all interested parties to download this information. If technical assistance is required to download, call the Help Desk at (401) 574-9709.

Offerors are encouraged to submit written questions to the Division of Purchases. **No other contact with State parties will be permitted.** Interested offerors may submit proposals to provide the services covered by this Request on or before the date and time listed on the cover page of this solicitation. Responses received after this date and time, as registered by the official time clock in the reception area of the Division of Purchases will not be considered.

Responses (**an original plus four (4) copies**) should be mailed or hand-delivered in a sealed envelope marked, “**RFP# 7548607 Strategic Plan for the Executive Office of Health and Human Services**” to:

RI Dept. of Administration
Division of Purchases, 2nd floor
One Capitol Hill
Providence, RI 02908-5855

NOTE: Proposals received after the above-referenced due date and time will not be considered. Proposals misdirected to other State locations or those not presented to the Division of Purchases by the scheduled due date and time will be determined to be late and will not be considered. Proposals faxed, or emailed, to the Division of Purchases will not be considered. The official time clock is in the reception area of the Division of Purchases.

Response Contents

Responses shall include the following:

1. A completed and signed four-page R.I.V.I.P generated bidder certification cover sheet (included in the original copy only) downloaded from the RI Division of Purchases Internet home page at www.purchasing.ri.gov.
2. A completed and signed W-9 (included in the original copy only) downloaded from the RI Division of Purchases Internet home page at www.purchasing.ri.gov.
3. **A separate Technical Proposal** describing the qualifications and background of the vendor and experience with similar projects, and all information described earlier in this solicitation. The Technical Proposal is limited to ten (10) pages, exclusive of any appendices. Physical copies of the technical proposal must be printed double-sided.
4. **A separate, signed and sealed Cost Proposal** reflecting the hourly rate, or other fee structure, proposed to complete all of the requirements of this project.
5. In addition to the multiple hard copies of proposals required, Respondents are requested to provide their proposal in **electronic format (CD-ROM or flash drive)**. Microsoft Word / Excel or PDF format is preferable. Only one electronic copy is required, and it should be placed in the proposal marked “original”.

Concluding Statements

Notwithstanding the above, the State reserves the right not to award this contract or to award on the basis of cost alone, to accept or reject any or all proposals, and to award in its best interest.

Proposals found to be technically or substantially non-responsive at any point in the evaluation process will be rejected and not considered further.

The State may, at its sole option, elect to require presentation(s) by offerors clearly in consideration for award.

The State's General Conditions of Purchase contain the specific contract terms, stipulations and affirmations to be utilized for the contract awarded to the RFP. The State's General Conditions of Purchases/General Terms and Conditions can be found at the following URL: <https://www.purchasing.ri.gov/RIVIP/publicdocuments/ATTA.pdf>