

# Ohio Department of Developmental Disabilities

## Request for Proposal (RFP)

### **Assessment of the “imagine” Project**

Applications must be received no later than December 23, 2013

This RFP will be posted on December 13, 2013 to: <http://procure.ohio.gov/proc/searchProcOpps.asp>

(Miscellaneous Commodities and Services)

For additional information, please contact:  
Shannon Hudson, Ohio Department of Developmental Disabilities  
Division of Policy and Strategic Direction  
(614)466-3240  
[Shannon.hudson@dodd.ohio.gov](mailto:Shannon.hudson@dodd.ohio.gov)

## **OVERVIEW & MISSION**

The Ohio Department of Developmental Disabilities (DODD) is responsible for overseeing a statewide system of services and supports for people with developmental disabilities and their families.

The mission of the Ohio Department of Developmental Disabilities (DODD) is continuous improvement of the quality of life for Ohio's citizens with developmental disabilities and their families.

## **GUIDING PRINCIPLES:**

DODD will:

- Provide leadership in the development of public policy that supports self-determination, principles of freedom, support, authority, responsibility and confirmation.
- Conduct business in an ethical manner and within a formally structured Quality Management System.
- Develop sustainable resources that are consistently and equitably distributed and administered.
- Increase the capacity of state and local systems to support individuals and families
- Work collaboratively with partners and stakeholders to establish statewide policy that positively affects the day-to-day lives of individuals and their families.
- Communicate and promote, throughout the DD system, an environment of open dialogue about system issues and changes as they are developed and implemented.

## **BACKGROUND**

In 2008, the DODD Futures Report indicated the need to facilitate the development of regional partnerships for servicing specialized needs. It called for providing mini grants or other incentives to regions to pilot regional services or programs. In early 2010 inquiries into incorporating a systematic approach to a quality management into the DD System were made. Interest in creating a standardized, electronic Individual Service Plan was discussed. Models of IT systems were explored, and a framework for development of a redesigned system based in person centered principles was identified. Discussion began with representatives from 18 counties in eastern Ohio, collectively known as Region V, and followed with a written proposal highlighting a vision of voluntary regional collaboration through shared processes, and human and financial resources that result in increased efficiency and effectiveness of service outcomes without the loss of local identity for county boards of developmental disabilities. From this vision the Region V County Collaborative was formed.

This collaborative created a project mirroring a research-and-development model by determining the customer requirements and establishing the structural frameworks to re-engineer the various systems to implement a "person-centered" enterprise system within the operations of eighteen county boards of developmental disabilities in partnership with DODD. Two components: an assessment and re-design of the whole system, and an IT system that would support this full system and make data collection and utilization seamless across the counties, were agreed on. Workgroups were formed and a plan was created. Goals of

this project were defined as; Maximizing efficiency & effectiveness; addressing diminishing revenues; standardizing processes; implementing comprehensive quality management processes that promote continuous quality improvement; and maintaining local administrative identities

### **SPECIFIC GOALS LISTED IN THE ORIGINAL PROJECT CHARTER**

- Provide tools for SSAs and SSA Directors to manage their work and support Person-Centered Practices.
- Create a shared data repository including assessment, planning and outcome information.
- Remove duplicity of effort involving data entry.
- Create capability for state-wide data analysis.
- Create a standard methodology for ISPs to eliminate inconsistencies and issues during regulatory reviews.
- Reduce the amount of time necessary to amend an ISP.
- Create standards of practice for assessment and service planning to support self-directed planning, self-determination, and person-centered thinking.
- Connect the Cost Projection Tool and Individual Service Plan as an online module within IDS, and include a summary page.
- Develop the system to be accessible by county boards for people and services in both waiver and non-waiver programs.
- Pilot the proposed ISP module within a group of counties or region.
- Standardize reporting requirements.
- Support more efficient business processes at county boards and providers.
- Enable access to system data by multiple counties and SSA's as well as a single county.
- Allow access to the current ISP by providers, individuals & families.
- Provide mechanism to consistently manage Unusual Incidents.
- Reduce duplication and inconsistency of assessment data gathered.

### **RECOMMENDATIONS**

The Ohio Department of Developmental Disabilities desires to assess the progress that has been made on the imagine project.

#### **I. OBJECTIVE**

The assessment of the "imagine" project will enable DODD to create an action plan to assist the Region V counties to further the work of the project and to assist the Department in statewide implementation.

## **II. SCOPE OF WORK AND DELIVERABLES**

### **Year 1 (January 2014 – June 30, 2014)**

The contractor, through a multi-method approach, will assess the current status of the “imagine” project. This should include individual interviews, focus group participation of key personnel, and an online survey to collect data from all field personnel who participated in the activities to date. The contractor will create for the Department an “After Action Report” as developed by the US Army and streamlined into common business practice. This report should answer the following 4 questions:

1. What did we want to accomplish? (goals of the project from all perspectives)
2. What did we actually accomplish? (current status)
3. How successful were we accomplishing this? (What worked well/what did not work well/ what surprises were there/what did we anticipate or not anticipate that impacted the project?)
4. What lessons have we learned for the future of the project?

### **Year 2 (July 1, 2013 – June 30, 2015)**

The contractor will assist the Department and its’ partners in the development of a framework and marketing plan for statewide implementation of the “imagine” project and offer technical assistance and facilitation through the state fiscal year to assist the state of Ohio’s DD system to embrace person-centered thinking.

#### **Duties of Contractor:**

### **Year 1 (January 2014 – June 30, 2015):**

- The contractor will develop an introduction letter from DODD and partners for the assessment of the “imagine” project including why DODD seeks this information, the purpose of the assessment and the intended use once it is collected. The letter will include a brief explanation of how information is going to be gathered, analyzed and utilized.
- The contractor will interview Superintendents, SSAs and SSA Directors, DODD leaders and MEORC personnel, and families/people supported. Interviews should include a mix of phase one and phase two counties. DODD will include all key department directors from within DODD and staff who were assigned to design, piloting, training or IT development. Families and people supported will include those who have recently participated in the piloted processes and several who have not.
- The contractor will gather and facilitate one focus group of key participants, to identify the activities undertaken and their success/improvement opportunities and lessons learned as a group.
- The contractor will design and distribute a survey using an online platform such as Survey Monkey to gather information from field staff personnel who have participated in the design or development activities, the training activities or the piloting of re-designed processes.

- The contractor will analyze the information gathered and organize into usable information, noting themes and patterns of information from the variation of contributors. Contractor will include comparison of group and individual interview results, and survey results.
- The contractor will develop a report that provides answers to the following questions:
  - Have the original goals of the project been met? If not, what progress has been made? What has contributed to the delay?
  - What actually occurred in the project, within these areas:
    - Original workgroups design process
    - Communication and collaboration among partners (DODD, County Boards, SSAs, Providers, MEORC)
    - Pilot Activities
    - Training
    - Leadership for the project
  - What are the lessons learned about the activity undertaken within the “imagine” project? Specific focus will include:
    - What was the impact on resources (e.g. personnel time, funds, venues, supplies, technology)?
    - What benefits have been identified by the agencies and individuals involved?
    - What resistance did you see at any point along the way? What do you think contributed to, or was the source of, that resistance?
  - What recommendations are made to strengthen the project for the future?

**Year 2 (July 1, 2015 – June 30, 2016):**

- The contractor will assist the Department in developing a framework for statewide implementation of the “imagine” project.
- The contractor will assist the Department in developing a marketing plan for statewide implementation of the “imagine” project.
- The contractor will offer technical assistance and facilitation services to the Department and county partners during statewide implementation of the “imagine” project.

**III. Minimum Qualifications of Contractor**

1. Contractor must have 20 years or more experience in the field of developmental disabilities.
2. Contractor must have experience working with multiple stakeholders and government agencies as they relate to providing person-centered planning services for people with developmental disabilities, including DODD and County Boards of Developmental Disabilities, providers, family members of individuals with a developmental disability and the individuals themselves.
3. Contractor must have experience in Person-Centered Planning.
4. Contractor should have experience in building strong collaborative service systems.
5. Contractor should have experience in relationship-building that is based on person-centered principles

6. Contractor should have experience and knowledge in customized standardization as it relates to building a standardized system, while giving respect to the customized needs identified per the unique characteristics of the counties involved.
7. Contractor should have a thorough understanding of the differences between the current/as-is system processes and those of the 'to-be' system processes defined by the Region V County Collaborative, aka "imagine".
8. Contractor should have an understanding of the complexity involved of the imagine initiative; regarding the multiple elements involved (person centered planning, streamlining processes, aligning elements to create an IT structure that supports the overall project).
9. Contractor must have a minimum of 10 years experience in Human Service system redesign.
10. Contractor must have experience in providing on-site and web-based training and consultation services around Person-Centered Thinking and Practices, Developing Internal and Local Capacity, system and organizational assessment and transitioning systems to person-centered thinking systems.
11. Contractor should have an educational background in Leadership, Organizational and Team Development.

**IV. Timelines**

DODD’s proposed schedule for reviewing proposals and project work is indicated below. The Department, in all cases, will determine the ultimate timing of events related to this procurement. Timelines are subject to change, upon notice, at the sole discretion of the State.

<b>Stage</b>	<b>Deadline</b>
Public Notice	December 13, 2013
Requests for Clarification due to DODD	December 18, 2013
Clarification from DODD due	December 20, 2014
Proposals due to DODD	December 23, 2014
Evaluation and Selection Process	Week of December 30, 2013
Notification of Award	By January 3, 2014
Start work date	Tentative January 15, 2014

**V. Bidder Information**

**A. Requests for Clarification**

Requests for clarification must be submitted electronically to Shannon Hudson at [shannon.hudson@dodd.ohio.gov](mailto:shannon.hudson@dodd.ohio.gov) by 4:00pm, **December 18, 2013**. DODD will electronically respond to requests by 4:00pm, **December 20, 2013**.

## **VI. Other Requirements**

### **A. Communications Prohibited**

From the issuance date of this RFP, until a contract is awarded to a bidder, there may not be communications concerning the RFP between any bidder who expects to submit a proposal and any employee of DODD involved in the issuing of the RFP or other state employee who is in any way involved in the “imagine” project.

The only exceptions to this prohibition are communications provided through the submission of written requests for clarification/interpretation in accordance with Section III of this RFP.

### **B. Cost Parameters**

The maximum amount of money to be awarded, as a part of this project, shall be \$30,000 for the contract period of January 1, 2014 through June 30, 2014 (Year 1) and \$18,000 for the contract period of July 1, 2014 through June 30, 2015 (Year 2). A proposal that exceeds the maximum contract award amount shall be disqualified from further consideration.

### **C. Time Frame**

1. The contract period will begin no sooner than January 1, 2014 (actual date TBD), and run through June 30, 2015.
2. This project is expected to be completed according to the major milestones and deliverables outlined in Section II. Completion of the deliverables will be determined by DODD.
3. Any revisions to the dates established must be requested in writing by the selected bidder and authorized in writing by DODD.

### **D. Fee Schedule**

The Contractor shall be compensated based on deliverables as outlined in Section II. The personal services contract between DODD and the selected bidder will further specify the timelines for completion of each deliverable. For each day that the successful bidder is late in completion of deliverables, payment will be reduced by one-half of one percent the amount due.

### **E. State Contracts**

Proposals must list any current contracts the bidder has with State of Ohio agencies, boards or commissions. The list must indicate the purpose of the contract, the amount of the contract, the time period covered by the contract, and the percent of the project completed.

## **F. Interview**

Firms or individuals submitting bids may be requested to participate in an interview as part of the evaluation process. DODD reserves the right to select from responding bidders for interviews and may not interview all bidders submitting proposals. The bidder shall bear the cost of travel to any scheduled interview.

## **G. Start Work Date**

The selected bidder must be able to begin work no later than fourteen (14) working days after the date on which the Ohio Office of Budget & Management encumbers funds for the contract. The DODD contact person will notify the selected bidder in writing when work may begin under the contract. Any work begun by the selected bidder prior to this date will not be reimbursable by DODD.

## **H. Proposal Costs**

Costs incurred in the preparation of this proposal and any subsequent contracts are to be borne by the bidder. DODD will not contribute in any way to the costs of preparation. Any costs associated with proposal review interviews will not be DODD's responsibility.

## **I. Proprietary Information**

All proposals submitted shall become the property of DODD. All information submitted by the bidder will be considered to be public information unless the bidder specifically demonstrates, in writing, which information it considers to be proprietary. "Proprietary information" is information which, if made public, would put the bidder at a disadvantage in the market place and trade in which the bidder is a part. Consequently, any assertion of "proprietary" information must be clearly identified and the basis of the assertion must be included. It is not adequate for the bidder to simply state that disclosure of the information will put it at a disadvantage in the market place. DODD will make the final decision as to whether information is "public" or "proprietary."

## **j. Contractual Requirements**

1. Any contracts resulting from the issuance of this RFP are subject to the terms and conditions as provided in the personal services contract, which is included as an attachment to this RFP. The information contained in the RFP and in the proposal submitted by the selected bidder shall be considered part of the enclosed contract.
2. Payments for any and all services provided pursuant to the contract are contingent upon the availability of state and federal funds.
3. All aspects of the contract apply equally to work performed by any and all subcontractors.
4. The contractor, and any subcontractor(s), will not use or disclose any information made available to them for any purpose other than to fulfill the contractual duties specified in the RFP. The contractor, and any subcontractor(s), agrees to be bound by the same standards of confidentiality, including federal statutory and regulatory requirements pursuant to the Health Insurance Portability and Accountability Act of 1996 (HIPAA), that apply to the employees of DODD and the State of Ohio.

Any violation of confidentiality will result in an immediate termination of the contract, and may result in legal action. A Business Associate Agreement is required.

5. As a condition of receiving a contract from DODD, the selected contractor and any subcontractor(s) shall certify compliance with any court order for the withholding of child support, which is issued pursuant to Section 3113.217 of the Ohio Revised Code. The contractor, and any subcontractor(s), must also agree to cooperate with DODD and any Ohio Child Support Enforcement Agency in ensuring that the contractor or employees of the contractor meet child support obligations established under state law.
6. As a condition of receiving a contract from DODD, the contractor and any subcontractor(s) shall certify compliance with Ohio Bureau of Worker's Compensation requirements by providing a current Worker's Compensation Certificate.

#### **k. Travel Reimbursement**

Travel cost should be encompassed within the cost of the deliverables. Travel is not to be listed separately. For purposes of this RFP, travel includes all modes of transportation (airfare, taxi, car rentals, etc.), lodging expenses, and cost of communications by phone, mail, e-mail or fax and meals.

#### **l. Confidentiality**

All contracts will require that the contractor maintain the confidentiality of information and records which state and federal laws, rules, and regulations require to be kept confidential.

#### **m. Ethical and Conflict of Interest Requirements**

1. No contractor or individual, company or organization seeking a contract shall promise or give to any DODD employee any item of value that is of such character as to manifest a substantial and improper influence upon the employee with respect to his or her duties.
2. No contractor or individual, company, or organization seeking a contract shall solicit any DODD employee to violate any of the conduct requirements for employees.
3. Any contractor acting on behalf of DODD shall refrain from activities that could result in violations of ethics and/or conflicts of interest. Any contractor or potential contractor who violates the requirements and prohibitions defined here or of Section 102.03 or of Section 102.04 of the Ohio Revised Code is subject to termination of the contract or refusal by DODD to enter into a contract.
4. DODD employees and contractors who violate Sections 102.03, 102.04 2921.42 or 2921.43 of the Ohio Revised Code may be prosecuted for criminal violations.

#### **n. Proposal Format and Submission**

##### **a. Proposal Submission**

1. The proposal must be prepared in accordance with instructions in this section.

2. The proposal is to be prepared in a manner that clearly outlines how each of the deliverables in Section II will be completed within the time frames specified in that same section.
3. Proposals must include a Technical Proposal & a Cost Proposal, not to exceed \$30,000 for year 1 and \$18,000 for year 2. Cost proposals exceeding these amounts will not be reviewed.
4. Proposals must include a completed Standard Affirmation & Disclosure form banning the Expenditure of Public Funds for Off-Shore Services. Proposals without this form completed & attached will not be reviewed.
5. **Technical & Cost proposals must be submitted in either paper or electronic form, & must be received by 4:00p.m. Eastern Standard Time, Monday, December 23, 2013.** Late proposals will not be reviewed.
6. Proposals must either be emailed or mailed to:

Shannon Hudson  
Division of Policy & Strategic Direction  
Ohio Department of Developmental Disabilities  
30 E Broad St, 12<sup>th</sup> Floor  
Columbus, Ohio 43215  
614.466.3240 (phone), 614.728.7072 (fax)  
Shannon.hudson@dodd.ohio.gov

#### **b. Proposal Format**

To be accepted, a proposal must include: a Technical Proposal and a Cost Proposal as described in this section, contain all the information specified for each of the categories listed in this section, and meet the requirements of this section.

##### **1. Technical Proposal**

- a. Transmittal Letter. The Technical Proposal must include:
  - i. A transmittal letter that identifies the bidder;
  - ii. The name, title, address, and telephone number of the bidder's contact person with authority to answer questions concerning the RFP; and
  - iii. The name, title, address, and telephone number and e-mail address of the bidder's contact person with authority to address contractual issues, including a person with the authority to execute a contract on behalf of the bidder.
- b. Organizational Experience. The bidder must include:
  - i. Information on the background of the firm or individual, including background information of any subcontractor(s);

- ii. Any prior experience relevant to this RFP (including current contact names and phone numbers for these references), and a list of similar projects currently underway by the firm, individual or by any subcontractor(s) as well as all completed over the past five (5) years. The Evaluation/Selection Review committee will consider these additional references and may contact each of these sources.
- c. Technical Approach and Work Plan. The Technical Proposal must indicate how the bidder plans to address the purpose, objectives and deliverables, within the timeframes as stated in this RFP. The proposal must outline the following in detail:
  - i. The key objectives of the bidder's proposal;
  - ii. The technical approach and draft work plan to be implemented;
  - iii. The project staffing, including any subcontractors;
  - iv. A Table of Organization for the project;
  - v. A chart indicating the names of staff and staff hours or activities/tasks linked to the responsibility of each of those individuals involved in each deliverable of the project;
  - vi. A procedure for reporting the status of the project, including work completed;
  - vii. A proposal for how coordination will occur and how information will be shared with DODD; and
  - viii. A proposed procedure to address and resolve unanticipated problems during the course of the project, specifying that the procedure will not adversely affect the timelines associated with the project.
- d. Personnel Qualifications
  - i. The Technical Proposal must include the names, resumes, education, and experience of personnel listed in the Table of Organization/personnel chart for this project (including any subcontractors), and fully explain how their education and experience is relevant to the areas described in Section I (Purpose and Objectives) and II (Scope of Work and Specifications of Deliverables) of this RFP.
  - ii. DODD shall require a clause in the resulting contract regarding key personnel that any person identified as critical to the success of the project may not be removed without reasonable notice to DODD.

## 2. Cost Proposal

- a. The Cost Proposal must indicate the total cost for the project for the contract period.
- b. The Cost Proposal must include an indication of indirect costs for the proposed bidder, if those indirect costs have been approved by a lead organization and the approved rate for indirect costs.

## IV. Criteria for Proposal Evaluation and Selection

All proposals will be reviewed and scored by a Proposal Review Committee, comprised of staff from DODD & the “imagine” project partners. The Proposal Review Committee shall include a representative from at least three Divisions of DODD or one of the “imagine” project partners. Any proposals not meeting the requirements contained in this RFP will not be scored.

The Technical Proposal will be reviewed and scored by the Proposal Review Committee. A maximum of 100 points will be awarded for the Technical Proposal, as outlined in this section. Any proposal receiving less than a total of 70 points out of the possible 100 points will be disqualified from further consideration. Scoring on the Proposal will be for the bidder and any extensively used subcontractor.

**Evaluation of Proposal-Point system**

35	The bidder’s proposal clearly outlines the method for achieving each of the deliverables.
35	The bidder’s proposal outlines a draft project work plan with realistic methods for achieving the deliverables (includes a detailed schedule) within the timeframes outlined in the RFP.
10	The bidder’s proposal includes procedures for: communication throughout the contract period; resolving unanticipated problems; and status updates to the DODD (format and mode) as stated in the RFP.
10	The bid reflects the project staffing and demonstrates the competence, knowledge, and qualifications of all employees and subcontractors as outlined in the RFP and as applicable to achieving the deliverables.
10	The bidder’s proposal reflects experience with similar projects in Ohio, other states, for CMS, or other state agencies.

**Thank you for your interest in this project!**