



STATE OF WASHINGTON
DEPARTMENT OF SOCIAL AND HEALTH SERVICES
PO Box 45811, Olympia WA 98504-5811

DATE: November 2nd, 2023

TO: RFP # 2334-835 Bidders

FROM: Cindy J Carroll, Solicitation Coordinator
DSHS Central Contracts and Legal Services

SUBJECT: Amendment No. 01 – Bidder's Q & A

DSHS amends the RFX # 2334-835 procurement document to include:

- Bidder's Questions and Answers

Bidder's Questions and Answers
RFX# 2334-835

Q#1 The services outlined appear to fall in the scope of Statewide Contract 01620, Business Consulting so I was curious why DSHS was using an open process for this bid?

A#1 The Program elected to pursue an RFP process in part to receive vendor proposals and feedback to accomplish their scope; the program is very committed to awarding a diverse or small vendor if possible, and felt that an open selection was the most inclusive and in alignment with that goal.

Q#2 How many distinct sub groups or units are there in your department?

A#2 Disability Determination Services is comprised of approximately 300-320 employees on average who are organized under the following divisional units: Administration, Information Technology, Training, Quality Assurance, Professional Relations, Consultative Examinations, Accounting, Budget, Medical Claims, Disability Hearings, Facilities, Medical Consultant Oversight, Operational Adjudicative Support, and Operational Adjudication (this represents the bulk of the staff as they are the primary producers).

Q#3 Is there any preclusion on follow-on work of the strategic plan?

A#3 No.

Q#4 The RFP mentioned a possible 9-months extension. Is that included in the \$200K budget?

A#4 If the period of performance for the contract was extended that would not result in increased funding. \$150,000 has been earmarked for FFY 2024 (10/1/2023 through 9/30/2024) with \$50,000 earmarked for FFY 2025 (10/1/2024 through 9/30/2025), for a total of \$200,000. It is important to note that continued funding through FFY 2025 remains contingent upon the availability of federal funding through the Social Security Administration.

Q#5 I heard some of the main challenges were there was time invested in the strategic plan, yet there were promotions that disrupted this finalizing the implementation of the strategic plan? Is the bidding contractor responsible for creating the pathway and playbook with the ELT first? and how many project managers will be involved? Is the ideal plan co-created with ELT and executed with/by the project managers?

A#5 Yes, the successful contractor will first develop a pathway and playbook with the sample timeline provided in the solicitation as a tentative roadmap. This will be completed in communicated with the ELT. However, the SPIF group will be available to help facilitate, which is comprised of two primary "project managers" and three other staff members.

Q#6 In attachment D Section 5.H – budget narrative – can you describe more what’s meant by a budget narrative? Is this context for how the budget was arrived at?

A#6 Yes a budget narrative typically explains how costs were estimated and justifies the costs.

Q#7 In attachment D Section 5.I – is this asking for dates and/or dollar amounts for the invoicing schedule?

A#7 Yes, that’s correct. Looking for a progressive billing schedule that will be contingent upon meeting identified benchmarks.

Q#8 In attachment D Section 6.A – is an “answer” expected in this section referencing the attachment of budget form F?

A#8 Please indicate if the budget spreadsheet has been completed.

Q#9 Are you open to customized leadership development curriculum?

A#9 Absolutely. The tentative timeline provided with the solicitation documents is only a draft of what could be provided as part of the curriculum. This information is also summarized in the Project Scope in the solicitation documents. The division is seeking input and feedback on the proposed curriculum and any recommended changes.

Q#10 Is it possible to hold all trainings in-person?

A#10 No, this is not feasible from a budgetary perspective. The in-person training will be limited to the Executive Leadership Team, while the virtual trainings will be reserved for the entire group.

Q#11 Upon completing the project, how will you standardize and sustain the new processes?

A#11 Ultimately, action items and key performance indicators will be developed for each of the divisional units. Furthermore, the Strategic Planning Initiative Facilitators (SPIF) will be responsible for facilitating future strategic planning initiatives in close communication with the Executive Leadership Team.

Q#12 In what ways does the DDDS and/or ESA not meet the 3 ELT goals identified? (is this a large culture change?)

A#12 It does not represent a large culture change. These goals were developed with some current initiatives that are already underway. The division is just trying to improve in these areas to the greatest extent possible with the concept of continuous improvement in mind.

Q#13 Do you anticipate needing any online learning or use of MS Teams site for training and/or meeting communications, documents, etc.?

A#13 Microsoft Teams will be the platform used for any preparation ELT and SPIF, and the virtual trainings themselves. The contractor will be responsible for developing the curriculum in consultation with the ELT and providing training materials and information relevant to that curriculum.

Q#14 Is the \$200k budget for the first 12 months or include a possible extension?

A#14 If the period of performance for the contract was extended that would not result in increased funding. Tentatively speaking, \$150,000 has been earmarked for FFY 2024 (10/1/2023 through 9/30/2024) with \$50,000 earmarked for FFY 2025 (10/1/2024 through 9/30/2025), for a total of \$200,000. It is important to note that continued funding through FFY 2025 remains contingent upon the availability of federal funding through the Social Security Administration.

Q#15 Under what circumstances might the contract be awarded to multiple bidders? (Section E.11 Selection of Apparent Successful Bidder)

A#15 This would mainly be the case if awarding to multiple bidders provided some cost benefit as determined when evaluating the bids.

Q#16 For Section 5.D of Attachment D – listing of key team members assigned – Should “as needed” subcontractors or team members be listed to reference the potential subcontractors listed in the Inclusion Plan?

A#16 If you are planning to subcontract any portion of this work please clearly indicate that. Any subcontractors utilized by the successful bidder must be indistinguishable to the division. They must be listed and compensated as if they were an employee or representative of the successful contractor; however, the DDDS does reserve the right to select multiple contractors to perform different aspects of this contract if there are advantages to doing so.

Q#17 What would you define as "Success" at the end of Contract?

A#17 The DDDS would define success as the timely (by December 31, 2024) development of objectives, action plans, and key performance indicators, packaged in a final strategic planning report that serves as a roadmap for the division’s Executive Leadership Team and Strategic Planning Initiative Facilitators. This final report would represent a handoff to the ELT and SPIF for future strategic planning facilitation. The DDDS would like all employees to understand their respective roles and responsibilities in meeting our strategic planning goals and objectives, and how they contribute to the overall success of the division. The DDDS would also like to instill core leadership competencies to its ELT, EMT, and SMEs for training, development, and succession planning purposes as well.

Q#18 Do you have a preference for local contractors?

A#18 No preference for local contractors, although local contractors may have fewer travel expenses to absorb.

Q#19 Do you have an incumbent who has provided similar services in the past? If so, what advantage do they have in the bidding process?

A#19 There is no incumbent. The Department of Social and Health Services offers a leadership training series that managers and supervisors attend, and the DDDS has used a professional trainer for some additional training in the past, but there is no current agreement that exists with any contractor.

Q#20 Can you actually walk through attachment F to elaborate on what's meant (and why) for budget items 4,5,7-9 listed on tab "budget instructions"?

A#20 Item 4 monthly salary and % of FTE provide a clear idea of how much of the employees' wages are expected to be attributed to this contract. The same would apply to Item 5. Item 7 indicates the need to list costs for interpretation and translation costs, this would only apply if these services were needed for this contract. Items 8 and 9 pertain to costs associated with an subcontracts should your organization enter into third part subcontracts for the completion of this work.

Q#21 Will RFP 2334-835 be an annual project as needed?

A#21 This will not be an annual project.

Q#22 Will this presentation be available to view later?

A#22 No.

Q#23 Re: Budget attachment F -- can you share why the monthly salary is required for the staff members assigned? For example: if this is comprised of subcontractors who are 1099, then there would not be monthly salaries.

A#23 Monthly salary and % of FTE provide a clear idea of how much of the employees' wages are expected to be attributed to this contract. In the instance of subcontractors, those can be accounted for under "Third Party Subcontract" or "Other Subcontracts" which are section 4 and 5 respectively on the budget response template.

Q#24 Can you clarify the SCIF - is this an established internal facilitation team, a separately identified contractor?

A#24 The acronym is SPIF and it stands for Strategic Planning Initiative Facilitators. This is a relatively new group that has been assembled within the DDDS. It includes the division's Strategic Initiatives Manager, Division Resource Manager, Senior Application Developer, and two Management Analyst 5 positions.

Q#25 The strategic planning and leadership training elements in this RFP are distinct disciplines. Are you open to having different consulting partners deliver the in-person & virtual training components of this engagement from the strategic planning scope, or would you prefer a single consulting team to cover both areas?

A#25 If you are planning to subcontract any portion of this work please clearly indicate that. Any subcontractors utilized by the successful bidder must be indistinguishable to the division. They must be listed and compensated as if they were an employee or representative of the successful contractor; however, the DDDS does reserve the right to select multiple contractors to perform different aspects of this contract if there are advantages to doing so.

Q#26 What virtual platforms do you use for training?

A#26 Microsoft Teams only. Unfortunately, the division is limited in this regard given network restrictions.

Q#27 What minimum qualifications are expected from the vendor(s)?

A#27 There are no specific minimum qualifications when it comes to education and training. Bidders will be evaluated based on the requirements set forth in Attachment D.

Q#28 Are there any mandatory certifications required for the bidder's company?

A#28 No mandatory certifications; however, the successful bidder must have expertise and experience in conflict resolution, mediation, and self-assessment tools and techniques as indicated in the solicitation document.

Q#29 I see that in order to be considered for SB set aside, you need to be a WA based firm. Is it safe to say this is not a requirement for the contract award.

A#29 Being a Washington based firm is not a requirement for award.

Q#30 What are the goals of the strategic plan? What do you hope to accomplish or what outcomes will you achieve from this strategic plan?

A#30 The DDDS would define success as the timely (by December 31, 2024) development of objectives, action plans, and key performance indicators, packaged in a final strategic planning report that serves as a roadmap for the division's Executive Leadership Team and Strategic Planning Initiative Facilitators. This final report would represent a handoff to the ELT and SPIF for future strategic planning facilitation. The DDDS would like all employees to understand their respective roles and responsibilities in meeting our strategic planning goals and objectives, and how they contribute to the overall success of the division. The DDDS would also like to instill core leadership competencies to its ELT, EMT, and SMEs for training, development, and succession planning purposes as well. Also refer to the Project Scope in the solicitation document.

Q#31 What would be the size of the in person and virtual (staff?)

A#31 The in-person trainings would include the Executive Leadership Team (ELT), which is comprised of approximately 15 individuals. The virtual trainings would include the ELT, approximately 25 other managers and frontline supervisors, and potentially another 10-20 other subject matter experts.

Q#32 Can you clarify the federal budget years for those of us unfamiliar with that?

A#32 Federal fiscal years (FFYs) run from October 1 of the current year to September 30 of the subsequent year; therefore, FFY 2024 runs from October 1, 2023, through September 30, 2024.

Q#33 Will you be awarding this contract to more than one vendor?

A#33 Potentially yes.

Q#34 Over a year has passed since the Mission, Vision, Values, and Goals were established. Do those need to be revisited (goals, in particular) or do you feel those are still the right starting place to pick up from for this exercise?

A#34 No, the MVVs and goals remain valid.

Q#35 Is it mandatory to submit our own consultants or can we use profiles from our vendors?

A#35 If you are planning to subcontract any portion of this work please clearly indicate that. Any subcontractors utilized by the successful bidder must be indistinguishable to the division. They must be listed and compensated as if they were an employee or representative of the successful contractor; however, the DDDS does reserve the right to select multiple contractors to perform different aspects of this contract if there are advantages to doing so.

Q#36 If you were to rate by % of the strategic development how would you rate the following: Practical, Tactical & Emotion (EQ) - needs and execution.

A#36 The percentages would be approximately 25 percent, 25 percent, and 50 percent, respectively.

Q#37 What kinds of sticking points have you encountered or do you expect?

A#37 Nothing has been defined. The Executive Leadership Team is comprised of both new and seasoned staff members that likely have different opinions when it comes to decision making structures and things of that nature. These would be considered healthy growing pains given the team's composition.

Q#38 I don't have a FAX. Must I have one for communication through this bid and project?

A#38 No.

Q#39 How long in durations are the in person meetings?

A#39 Probably in the range of two to three business days.

Q#40 Who are the Strategic Initiative Planning Facilitators? Internal or External? Have they been facilitating thus far? Or are they facilitating a rollout?

A#40 The acronym is SPIF and it stands for Strategic Planning Initiative Facilitators. This is a relatively new group that has been assembled within the DDDS. It includes the division's Strategic Initiatives Manager, Division Resource Manager, Senior Application Developer, and two Management Analyst 5 positions.

Q#41 Does a vendor have to be a registered as a Washington Small Business at the time proposal submission?

A#41 No.

Q#42 How is DDDS thinking about equity, as it relates to specific goals in building a team that reflects the diversity of lived experience of those whom it serves? In other words, the three goals speak to human-centered approaches & process, but are there specific goals and/or changes you are seeking to make structurally through this process?

A#42 Not specifically, the division is only striving for continuous improvement in these areas.

Q#43 I noticed the RFP had some blank/whited out spaces. Was this intentional?

A#43 There were no blank/whited out spaces left on the forms. We have been made aware that some potential bidders have had issues accessing documents due to their web browsers. It is recommended that you try a different web browser or download the documents and view them from the download.

Q#44 Where will we conduct in person training and how many to be trained?

A#44 The in-person training will be held in greater Olympia, Washington area. The in-person trainings would include the Executive Leadership Team (ELT), which is comprised of approximately 15 individuals. The virtual trainings would include the ELT, approximately 25 other managers and frontline supervisor, and potentially another 10-20 other subject matter experts.

Q#45 Can we use our own assessment tool or do we have to use yours?

A#45 While there have been some assessments already conducted using the Enneagram format, the division is open to recommendations on behavioral assessment tools.

Q#46 "Conflict mediation" is mentioned several times throughout the RFP document. Are there specific existing or anticipated points of divergence or conflict

amongst the ELT that bidders should be aware in considering approach to this engagement?

A#46 Nothing specific, only growing pains that are consistent with an ELT that is comprised of new and seasoned members.

Q#47 Do you need the sample resumes?

A#47 Please see Attachment D, Number 5(D).

Q#48 Have culture/climate surveys been completed? Is there a current plan in place?

A#48 While some behavioral assessments have been completed with the ELT, nothing has been done regarding culture and climate surveys.

Q#49 Do you know how many in person trainings you expect/anticipate?

A#49 Estimated at three but open to feedback on the draft timeline.

Q#50 Has a budget been established for the project?

A#50 \$200,000 is the budget for this project.

Q#51 What is the location for in-person training and how many members of the ELT?

A#51 The in-person training will be held in greater Olympia, Washington area. The in-person trainings would include the Executive Leadership Team (ELT), which is comprised of approximately 15 individuals. The virtual trainings would include the ELT, approximately 25 other managers and frontline supervisor, and potentially another 10-20 other subject matter experts.

Q#52 You mention that this work began around 18 months ago. When you worked on your mission, vision, and values, as well as the goals, were you working internally? Did you have an external consultant working with you? If so, why this new RFP now?

A#52 Yes, the division was working internally, and no consultant was involved. The ELT started a brainstorming session to develop objectives, but after losing two of its project managers around the same time, the effort stalled with several competing priorities. The DDDS would now like to get back on track and on continue down the strategic planning path. The division has also determined that integrating a leadership training curriculum would also be beneficial not only to the ELT, but members of the EMT and various subject matter experts as well.

Q#53 Can you give us any additional details about the departure of the two project managers? Was it related in any way to the previous iteration of this project?

A#53 It was not related to this project. They pursued other opportunities.

Q#54 The RFP mentions a Strategic Planning Initiative Facilitators group - who makes up this group? How many folks is it?

A#54 The acronym is SPIF and it stands for Strategic Planning Initiative Facilitators. This is a relatively new group that has been assembled within the DDDS. It includes the division's Strategic Initiatives Manager, Division Resource Manager, Senior Application Developer, and two Management Analyst 5 positions.

Q#55 How big is the Executive Leadership Team? The Extended Management Team? What are the roles that comprise these teams?

A#55 The Executive Leadership Team is comprised of the Division Director, Deputy Director, five Office Chiefs, Division Resource Manager, Strategic Initiatives Manager, IT Manager, Disability Hearings/Emergency Manager, Medical Relations/Contracts Manager, Training/QA/Policy Manager, Financial Services Manager, and Executive Assistant. The Expanded Management Team includes a Senior Application Developer, Medical Consultant Manager, Consultative Examinations Manager, Support Manager, Facilities Manager, two Management Analyst 5s, and another 20 (more or less) frontline supervisors.

Q#56 Can you say more about the Azimuth Check? What is it? What dimensions do you use? How do you deploy it?

A#56 A status check to measure how we are meeting our established timeline when it comes to the development of objectives, action plans, and key performance indicators, along with the professional training/development that is conducted both in-person and virtually.

Q#57 Do you envision either in-person trainings and/or virtual trainings with the entire unit of 300-320? This would help us understand the size of team we'd need to assemble.

A#57 No, it would be the in-person trainings for the group of 15 (ELT) and approximately 50-60 persons for the virtual trainings.

Q#58 We use non-traditional, equitable processes (e.g. Liberating Structures) to engage organizations in the conversations (as well as learning and development) that are most necessary for the work at hand. How open is DSHS and DDDS in allowing us to use processes that we know work well but are perhaps unfamiliar to leadership and staff?

A#58 As indicated in the solicitation documents, specially 5(F) of Attachment D, the DDDS is requesting feedback on the proposed timeline and training schedule with any recommended adjustments to timing, content, and sequence of events. If a consultant is recommending any changes, it will need to discuss the added benefits and any background information to provide context for the review panel.

Q#59 What role do conversations about equity play about your approach to organizational communication and diversity efforts?

A#59 Equity plays a large role and represents a major initiative throughout the Department of Social and Health Services (DSHS) and Economic Services Administration (ESA), under which the DDDS is organized.

Q#60 What role do you imagine equity playing in this strategic planning process?

A#60 Equity plays a large role in the DDS's strategic planning process. It is integrated in the mission, vision, values, and goals that have already been established.

Q#61 Is your office able to use virtual meeting platforms other than MS Teams (e.g. Zoom or Around)?

A#61 No, we are limited to Microsoft Teams.

Q#62 In reference to Section 3.b. In-Person Training on page 5 of the RFP, could you please confirm where these in-person sessions will take place?

A#62 The greater Olympia, Washington area.

Q#63 In reference to Section 4.(1). Bidder Minimum Qualifications on page 6 of the RFP, could you please elaborate on the extent you are seeking expertise and experience in conflict resolution and mediation?

A#63 It is difficult to stipulate a minimum number of years. The contractor would have to demonstrate this expertise and experience in working with organizations of a similar size, structure, and composition.

Q#64 Can you elaborate more on the vision of the Azimuth check?

A#64 A status check to measure how we are meeting our established timeline when it comes to the development of objectives, action plans, and key performance indicators, along with the professional training/development that is conducted both in-person and virtually.

Q#65 Can you elaborate more on the "sticking points?" Have the "sticking points" already been defined?

A#65 Nothing has been defined. The Executive Leadership Team is comprised of both new and seasoned staff members that likely have different opinions when it comes to decision making structures and things of that nature. These would be considered healthy growing pains given the team's composition.

Q#66 The "behavioral assessments" scheduled for Jan. 15 – can you say more about what this is? How will the results impact the work?

A#66 A consultant with experience and expertise in this area, as required by Section 4 of the solicitation document, should understand the role of behavioral assessments in this type of process. Examples of such assessment would include the Enneagram, DISC, or similar assessment tools.

Q#67 Objective planning – will the contractor facilitate DDS leaders thru developing objectives or is the intention for the contractor to teach DDS leaders how to do that work on their own?

A#67 It is more about “planting the seed” so the ELT and SPIF can work with their teams to develop and finalize their own. They would need to provide an overview and discuss examples of what works and does not work. This will be the case for not only objectives but action plans and key performance indicators as well.

Q#68 “Action planning” with SMEs overlaps when there is “heavy use of annual leave”. Is there flexibility in the schedule to account for these and when is the expected date to implement the action plans?

A#68 There may be some flexibility but not a lot given the rigid overall timeline and desired completion date of December 31, 2024. Implementation dates will depend on the various action plans established. Some of the action plans may already be in motion to some degree while others may be further out on the horizon.

Q#69 Will “mediation” take place within the group or between individuals? Is this a standalone and/or ad-hoc activity or part of the facilitation and training?

A#69 This is more of an ad hoc activity that could happen within the group or between individuals if/when we encounter a sticking point.

Q#70 If the performance period ends at the end of the federal fiscal year (9/30/2024), what is the thought around beginning to plan for KPIs after that time period (and presumably into the next performance period) on 10/1/2024?

A#70 The period of performance for this contract is expected to be January 1, 2024 – December 31, 2024.

Q#71 The virtual trainings that the contractor gives in Jan, Feb, Apr, Jun and Aug cover several topics. For example, the one in April will cover time mgmt, stress management and problem solving. What is the thinking about how they want this implemented? One-day all-encompassing high-level overview, 2 hrs per day over a week or 3 full days?

A#71 I think this could be handled in a couple different ways and the DDDS would like to receive input from the consultant on the recommended format. The virtual trainings will include around 50-60 individuals, including the ELT, EMT, and SMEs. The training could include all individuals over the course of three days, or the group could be divided in half with two separate 1.5 day trainings. This is just an example. We are looking for recommendations and guidance in this area.

Q#72 Can companies from Outside USA can apply for this? (like, from India or Canada)

A#72 There is nothing specifically preventing companies from outside the US from applying for this contract. We do require that the company be licensed to do business in Washington State.

Q#73 Whether we need to come over there for meetings?

A#73 The scope of work does include facilitating in person trainings which would require in person attendance.

Q#74 Can we perform the tasks (related to RFP) outside USA? (like, from India or Canada)

A#74 There is nothing specifically preventing companies from outside the US from applying for this contract or completing the work outside the boundaries of the US. We do require that the company be licensed to do business in Washington State.

Q#75 Can we submit the proposals via email?

A#75 Bids must be received via email at cindy.carroll@dshs.wa.gov no later than 2:00pm on November 16, 2023.

Q#76 What is the catalyst for engaging in this body of work at this time?

A#76 Please refer to Purpose and Background in the solicitation document for this information.

Q#77 What does success look like? Ie – what outcomes do you most hope to see?

A#77 The DDDS would define success as the timely (by December 31, 2024) development of objectives, action plans, and key performance indicators, packaged in a final strategic planning report that serves as a roadmap for the division's Executive Leadership Team and Strategic Planning Initiative Facilitators. This final report would represent a handoff to SPIF for future strategic planning facilitation.

Q#78 How were training topics and format (virtual vs. in-person) selected?

A#78 Per 5(F) of Attachment D, the DDDS is requesting feedback on proposed timeline and training schedule with any recommended adjustments to timing, content, and sequence of events.

Q#79 If we partner and, through the process, collaboratively identify changes to the scope that would better benefit your organization, is there openness to shifts along the way? What degree of flexibility exists?

A#79 This would be limited.

Q#80 Are you open to partnering with non-Washington state bidders?

A#80 Yes, but any subcontractors utilized by the successful bidder must be indistinguishable to the division. They must be listed and compensated as if they were an employee or representative of the successful contractor; however, the DDDS does reserve the right to select multiple contractors to perform different aspects of this contract if there are advantages to doing so.

Q#81 Are you open to working with bids made in partnership?

A#81 Any subcontractors utilized by the successful bidder must be indistinguishable to the division. They must be listed and compensated as if they were an employee or representative of the successful contractor; however, the DDDS does reserve the right to

select multiple contractors to perform different aspects of this contract if there are advantages to doing so.

Q#82 Who will the main internal project lead(s) / sponsor(s) be?

A#82 The division's Executive Leadership Team.

Q#83 An expected deliverable listed is a "final implementation plan with associated curriculum...". Is the intent to have a curriculum developed that your organization uses in perpetuity, or a curriculum developed and delivered within the scope of this contract (but not used in perpetuity)?

A#83 Within the scope of this contract.

Q#84 Was there a consultant previously involved in this project?

A#84 There is no incumbent. The Department of Social and Health Services offers a leadership training series that managers and supervisors attend, and the DDDS has used a professional trainer for some additional training in the past, but there is no current agreement that exists with any contractor.

Q#85 Regarding the sample strategic plan, we are not permitted to share our clients with others. Can you suggest an alternative that would be acceptable for this requirement?

A#85 A similar writing sample that demonstrates the ability to construct a final strategic planning document that has been developed in the last 24 months.

Q#86 As for in-person training, where will the training be held? Will contractors have access to AV equipment and conference rooms?

A#86 The greater Olympia area, and yes, they will have access to the necessary equipment.

Q#87 If I am interested in subcontracting with someone - is there a list to let other know?

A#87 No

Q#88 What other trainings pertaining to the topics listed in the RFP have the leadership team and/or staff participated in?

A#88 Trainings have been fairly limited in the grand scheme. That is why the division is seeking this level of service in addition to the strategic planning elements.

Q#89 Based on the solicitation, it appears that the Executive Leadership Team was engaged in the development of the strategic plan, were other DSHS personnel involved? If so, how many others were involved and what is their role(s) within the organization?

A#89 No.

Q#90 For virtual training, how does DSHS envision the grouping of participants? For example, will participants within certain job classifications be grouped together (management vs front line)?

A#90 Per 5(F) of Attachment D, the division is seeking feedback on the proposed timeline and training schedule with any recommended adjustments to timing, content, and sequence of events. Furthermore, the ELT and consultant will be formulating their plan of action as the first step to this process. With that said, the division is open to input in this area.

Q#91 For the list of virtual training topics, please provide some additional information on how those topics were identified. Were the topics generated based on a survey submitted by all staff? Were managers asked what they perceive the needs of their teams being?

A#91 These represent fairly common elements included in services of this nature. They revolve around core leadership competencies. Per 5(F) of Attachment D, the division is requesting feedback on the proposed timeline and training schedule with any recommended adjustments to timing, content, and sequence of events.

Q#92 If I work with a sub-contractor, does that sub-contractor need to be licensed as a Washington state vendor?

A#92 Any subcontractor working on this contract would need to be licensed to do business in Washington State. Any subcontractors utilized by the successful bidder must be indistinguishable to the division. They must be listed and compensated as if they were an employee or representative of the successful contractor; however, the DDDS does reserve the right to select multiple contractors to perform different aspects of this contract if there are advantages to doing so.

Q#93 Are bidders permitted to use other DSHS projects as references in our proposal?

A#93 Yes.

Q#94 I am in the process of rebranding. If I am chosen as the contractor, how will my rebranding process affect the contract, payment, etc.? How would I need to make sure that everything lines up properly on your end in the event of my rebranding?

A#94 If you are chosen for this contract I would recommend you keep the contract manager apprised of the status of your rebranding.

Q#95 How are billing and payment handled? Will invoices be expected monthly, quarterly? Are payments then made on a net 15, net 30, or some other way? Are payments made by check or some other way?

A#95 Please see 5(I) of Attachment D.

Q#96 I am not officially certified as woman-owned, a small business, a microbusiness, or economically disadvantaged. I am a sole proprietor, a woman, and meet the other definitions. May I self-declare these in the bid? Must I have the official registrations/certifications of these designations before accepting the contract?

A#96 Being officially certified is not required.

Q#97 If I would like to co-represent my business and an associate's business as partners for this contract, would we list one of our businesses as the main contractor and the other as a subcontractor? Would we instead list both businesses as the primary contractor for the bid?

A#97 Any subcontractors utilized by the successful bidder must be indistinguishable to the division. They must be listed and compensated as if they were an employee or representative of the successful contractor; however, the DDDS does reserve the right to select multiple contractors to perform different aspects of this contract if there are advantages to doing so.

Q#98 RFP Section A, Item 3.b. In-Person Training. What is the location for the in-person training?

A#98 The greater Olympia, Washington area.

Q#99 What role will the consultant play in strategic planning tasks assigned to the executive leadership team? These tasks include refining objectives, finalizing objectives, the azimuth check, identifying KPIs, and finalizing KPIs.

A#99 It is more about "planting the seed" so the ELT and SPIF can work with their teams to develop and finalize their own. They would need to provide an overview and discuss examples of what works and does not work. This will be the case for not only objectives but action plans and key performance indicators as well.

Q#100 Do you anticipate the need for one-on-one coaching in addition to self-assessment work?

A#100 No.

Q#101 How many individuals do you anticipate the consultant to train?

A#101 The in-person trainings would include the Executive Leadership Team (ELT), which is comprised of approximately 15 individuals. The virtual trainings would include the ELT, approximately 25 other managers and frontline supervisors, and potentially another 10-20 other subject matter experts.

Q#102 For question 5B on Attachment B, should respondents include instances in which they subcontracted with a separate firm that had a contract with the State of Washington? Or only instances in which the respondent had a direct contract with the State of Washington?

A#102 Examples from either instance can be used in your answer to this question.

Q#103 How did the division determine that integrating a leadership training curriculum is needed?

A#103 Members of the ELT and EMT have received varying levels of training in a very broad timeframe. Providing a consistent training curriculum concurrent with strategic

planning development will give the DDDS a set of tools and training all can build upon and hand off to our in house SPIF after the contract concludes.

Q#104 Will the consultant be able to conduct some light discovery (data gathering) to validate the need driving some of these training topics?

A#104 There will be discussions with the Executive Leadership Team early on to formulate a final plan of action.

Q#105 What are some examples of “sticking points” that have previously been raised during the strategic planning process?

A#105 Nothing has been defined. The Executive Leadership Team is comprised of both new and seasoned staff members that likely have different opinions when it comes to decision making structures and things of that nature. These would be considered healthy growing pains given the team’s composition.

Q#106 Are the strategic Planning Initiative Facilitators (SPIF) part of the department? What are their positions and how do they relate to the ELT?

A#106 The acronym is SPIF and it stands for Strategic Planning Initiative Facilitators. This is a relatively new group that has been assembled within the DDDS. It includes the division’s Strategic Initiatives Manager, Division Resource Manager, Senior Application Developer, and two Management Analyst 5 positions.

Q#107 Will self-assessments be used to gather data on what trainings are appropriate for which individuals?

A#107 No, the primary purpose of self-assessments is to make people aware that all people are unique with different thought processes, motivations, etc.

Q#108 Why and how did the ELT lose two of its project managers?

A#108 It was not related to this project. They pursued other opportunities

Q#109 Can you speak to the need for mediation and conflict resolution?

A#109 Nothing has been defined. The Executive Leadership Team is comprised of both new and seasoned staff members that likely have different opinions when it comes to decision making structures and things of that nature. These would be considered healthy growing pains given the team’s composition.

Q#110 Is it preferred that any training or meeting with the ELT be in person?

A#110 Only the trainings. Other planning and update meetings will be held virtually.

Q#111 How frequently are in person meetings desired?

A#111 Every three to four months. Please see proposed timeline.

Q#112 What is the desired structure for virtual trainings for staff members?

A#112 Please see proposed timeline. The DDDS is requesting feedback in this area. Please see 5(F) of Attachment D.

Q#113 Is the budget document an example or the template we need to use? If the latter, how could it be adapted to accommodate a single-person company where there is no set salary?

A#113 Attachment F needs to be completed and submitted along with all other required documents. In the instance of a single person company I would outline indicate under employee salaries the name of the employee and the estimated cost for their time and labor on this project. Leaving monthly salary blank, ensuring that amount budgeted is filled in, and make clear in section 6 (A)of amendment D that the employee has no set salary as this is a single person company.

Q#114 What are the specific outcomes you are trying to achieve through this RFP beyond a written strategic planning document?

A#114 The DDDS would define success as the timely (by December 31, 2024) development of objectives, action plans, and key performance indicators, packaged in a final strategic planning report that serves as a roadmap for the division's Executive Leadership Team and Strategic Planning Initiative Facilitators. This final report would represent a handoff to the ELT and SPIF for future strategic planning facilitation. The DDDS would like all employees to understand their respective roles and responsibilities in meeting our strategic planning goals and objectives, and how they contribute to the overall success of the division. The DDDS would also like to instill core leadership competencies to its ELT, EMT, and SMEs for training, development, and succession planning purposes as well.

Q#115 What are the total group numbers for ELT, supervisors, and all other staff?

A#115 There are 15 members of ELT, approximately 25 other managers/supervisors, and another 10 or so subject matter experts.

Q#116 What materials are available from the strategic planning process that stalled as a result of personnel transfers?

A#116 The background portion of the solicitation document (#2) contains some information in this regard.

Q#117 Can we get resumes/vita for the leadership team?

A#117 No

Q#118 Can we have a copy of your org chart(s) for RFP process?

A#118 Yes, we can provide some information in this regard. Org chart will be attached at the end of this document.

Q#119 Can we obtain your most recent internal climate report?

A#119 Do not have one.

Q#120 Has a third-party culture assessment been conducted? If yes, when?

A#120 No

Q#121 Has a third-party climate assessment been conducted? If yes, when?

A#121 No

Q#122 Can we obtain personnel policies and handbooks?

A#122 No

Q#123 Do you have a 360 performance review process in place?

A#123 No, there are union implications to consider.

Q#124 Do you have individualized training plans for employees?

A#124 No

Q#125 Please confirm that either the Prime or the Subcontractor can be a registered MWBE and qualify for the Washington Small Business evaluation points (5 points)

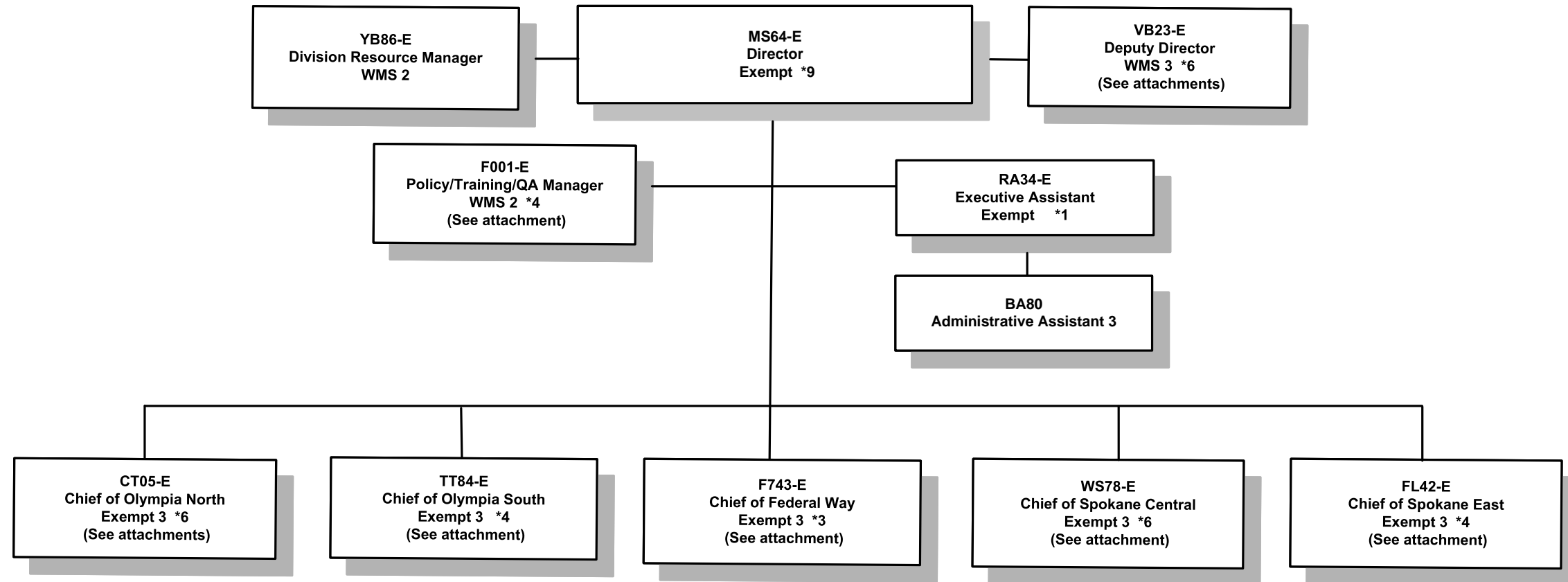
A#125 The organization submitting a proposal must be a certified in order to receive those 5 points.

Q#126 Please confirm that the budgeted not to exceed amount of \$200,000 for this project is not applicable to the one (1) time extension for up to nine (9) months.

A#126 If the period of performance for the contract was extended that would not result in increased funding. \$150,000 has been earmarked for FFY 2024 (10/1/2023 through 9/30/2024) with \$50,000 earmarked for FFY 2025 (10/1/2024 through 9/30/2025), for a total of \$200,000. It is important to note that continued funding through FFY 2025 remains contingent upon the availability of federal funding through the Social Security Administration.

All other terms and conditions in this Solicitation remain the same.

Division of Disability Determination Services Director's Office



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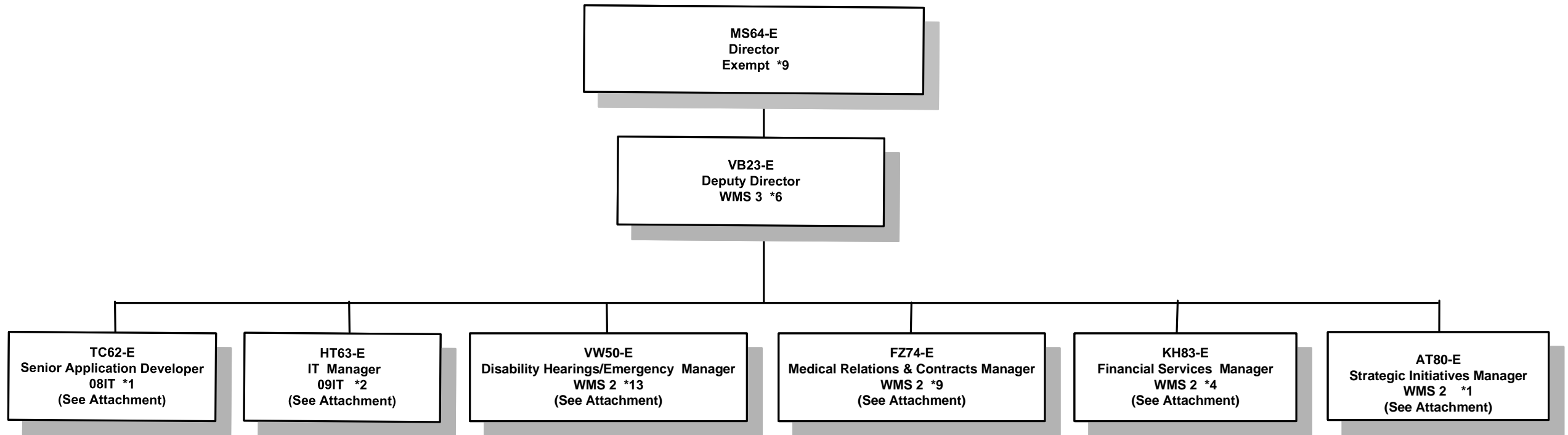
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* Number of Staff Supervised

HR and Recruiting Contact Information
 HR: ESAHRSupport@dshs.wa.gov
 Recruiting Team Hiring@dshs.wa.gov

Division of Disability Determination Services Deputy Director

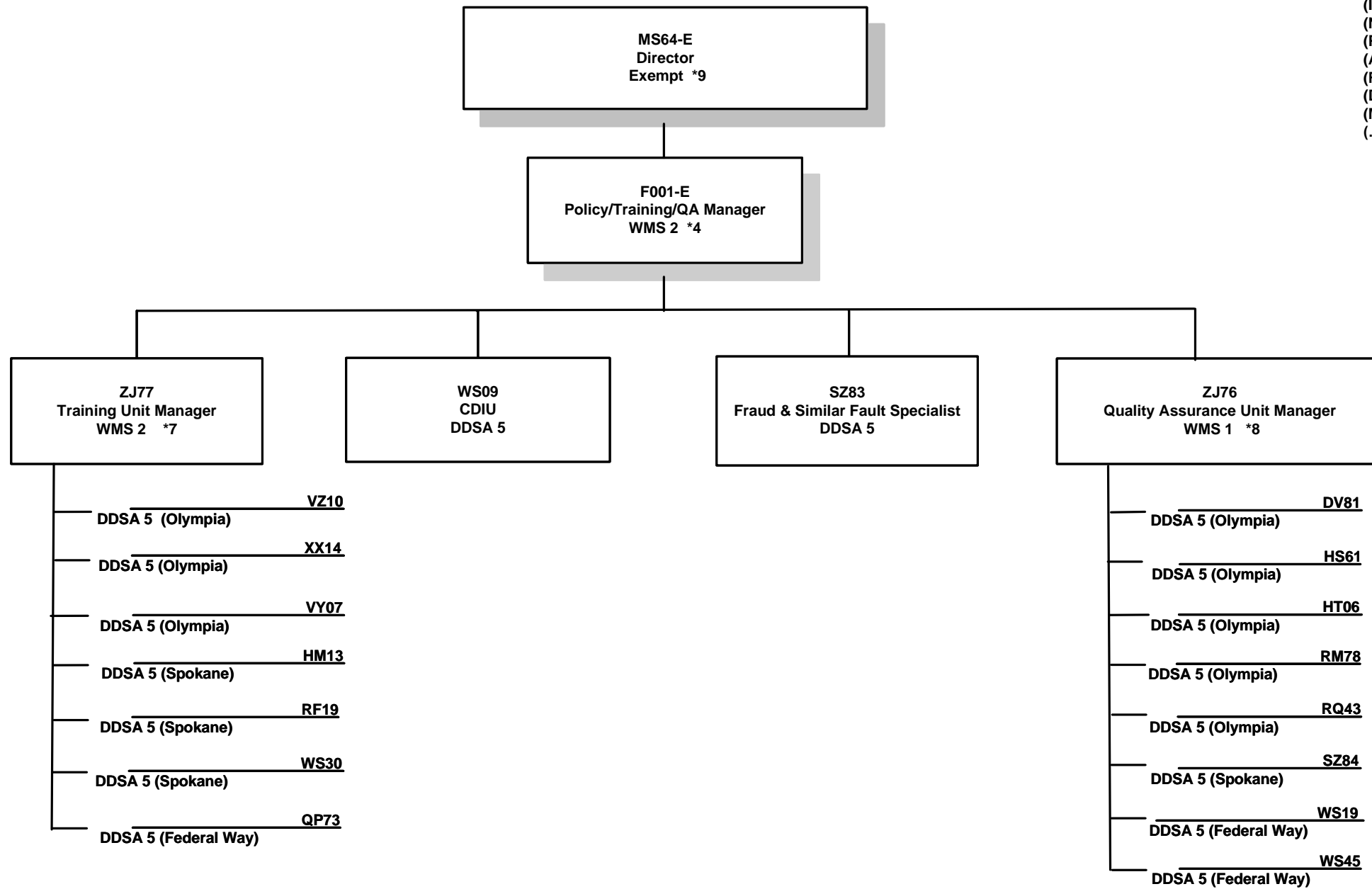
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 (-S) Safety Sensitive
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 (NP) Non Perm
 (P/T) Part Time
 (A) Acting
 (RR) Return Rights
 (DL) Dual Language
 (ML) Military Leave
 (....) Dotted Line Shows Lead



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Division of Disability Determination Services Policy, Training and Quality Assurance

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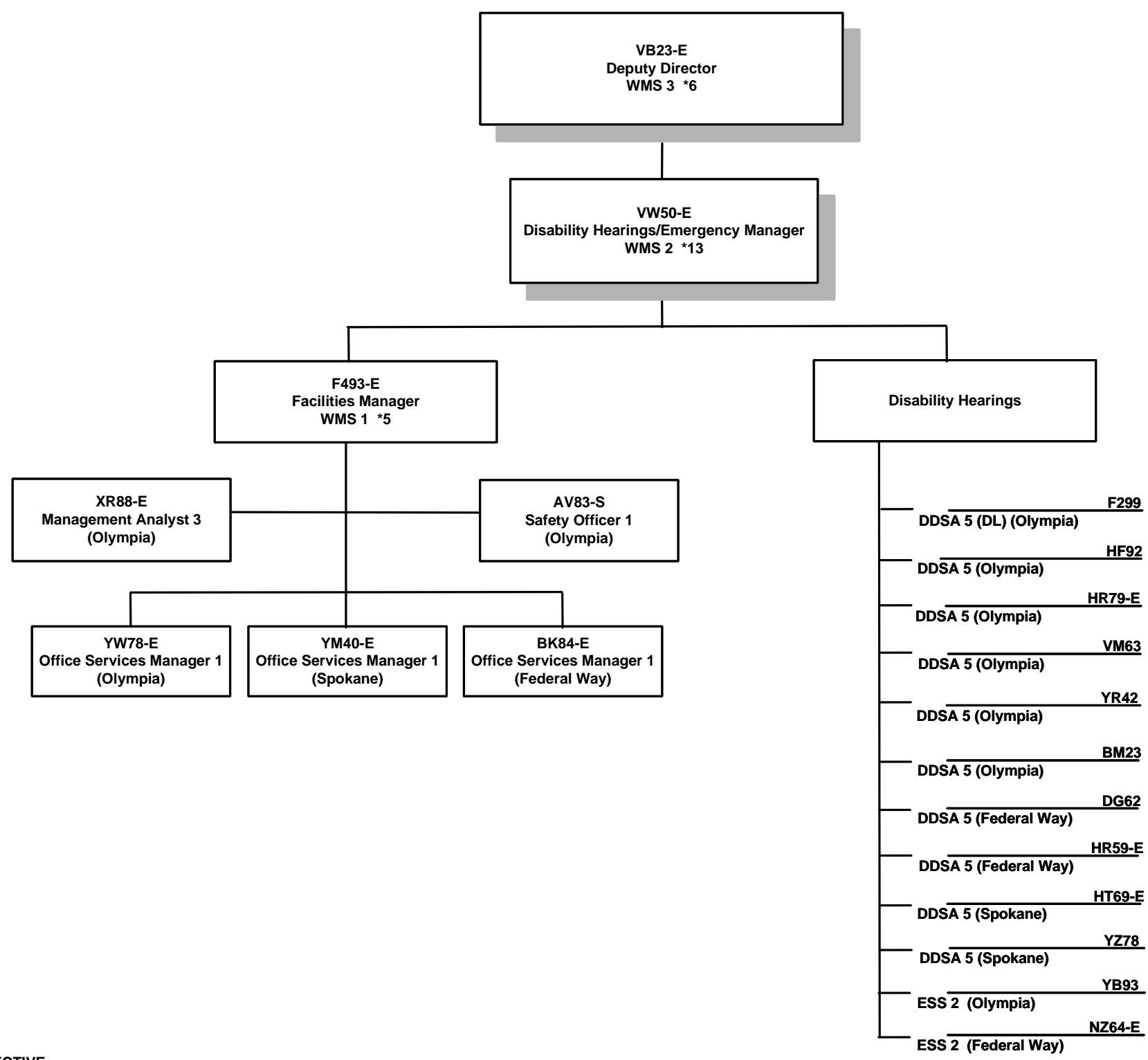


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Division of Disability Determination Services Disability Hearings and Facilities

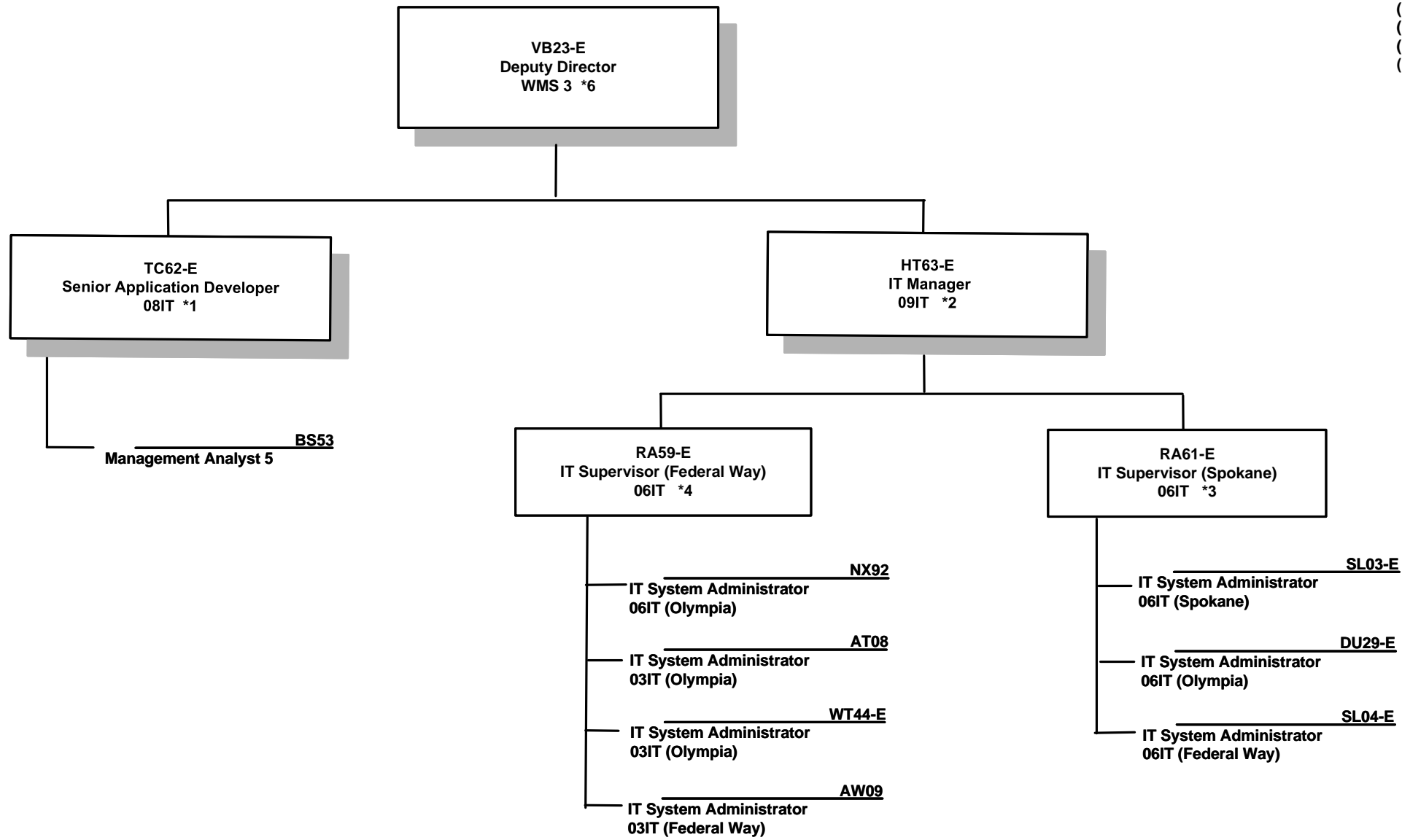
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Division of Disability Determination Services Information Technology

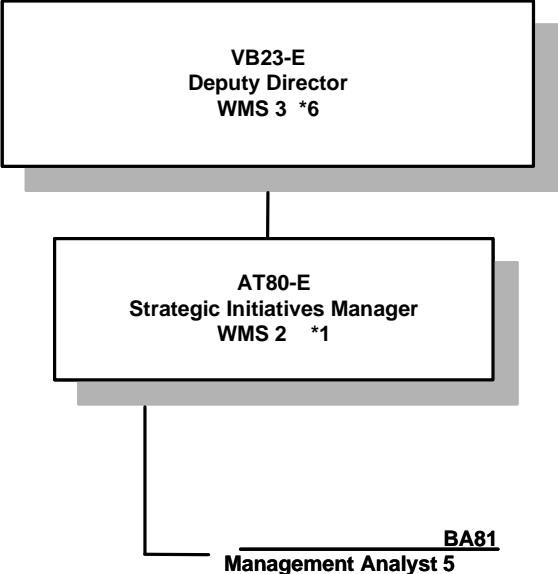
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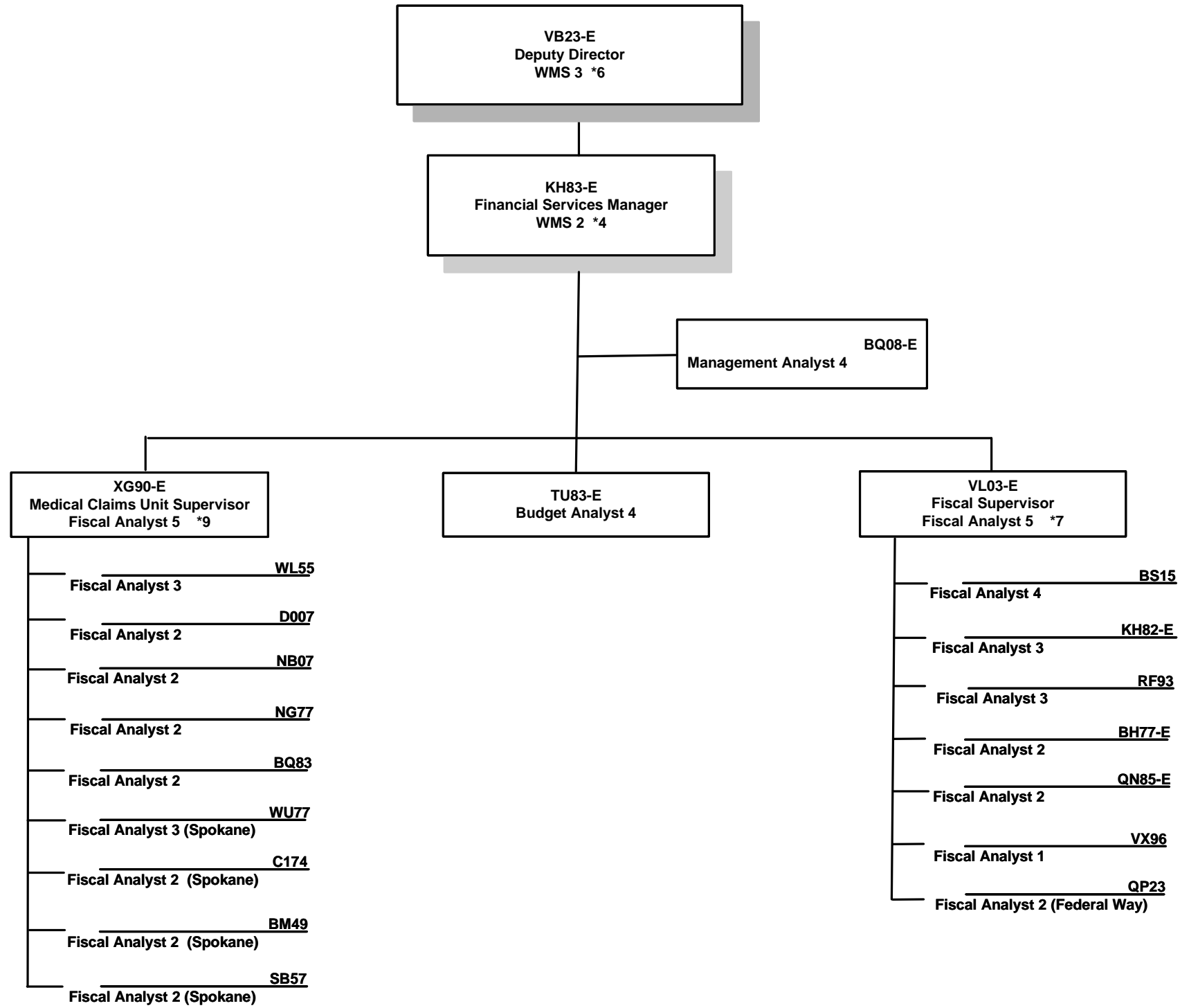
Division of Disability Determination Services Strategic Initiatives

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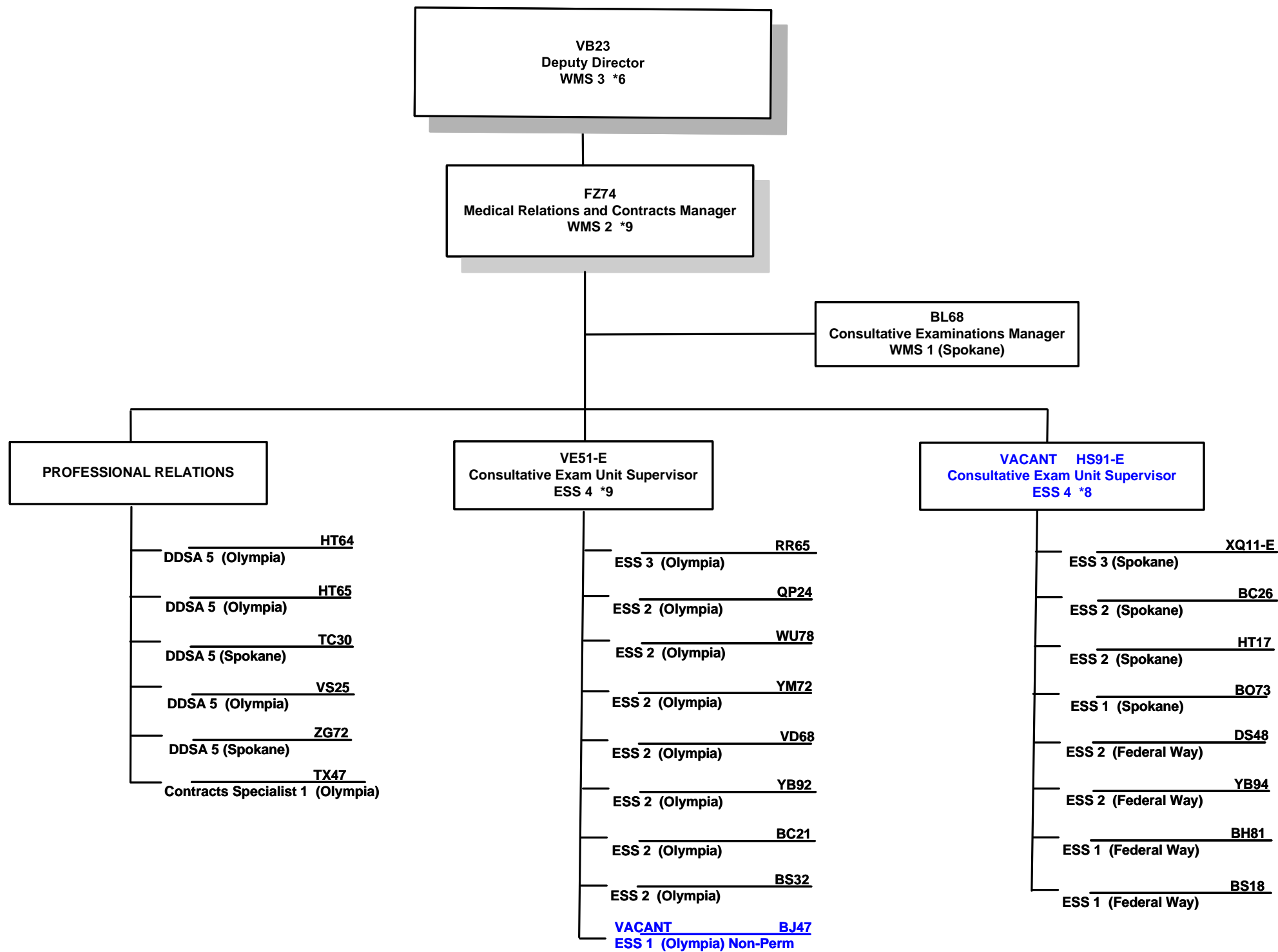
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Division of Disability Determination Services Medical Claims and Fiscal



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Division of Disability Determination Services Professional Relations and Consultative Exam Unit

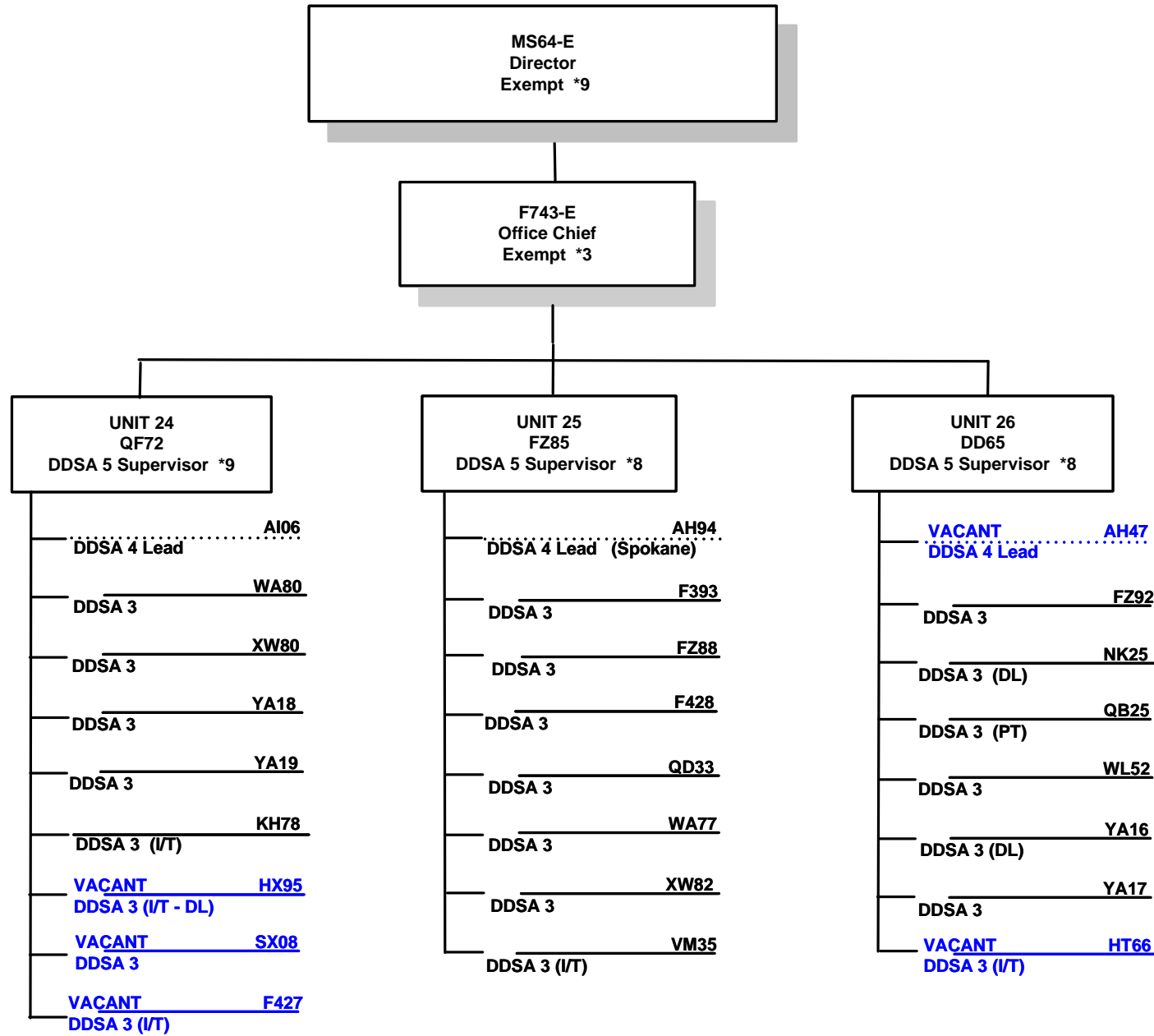


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Division of Disability Determination Services Federal Way

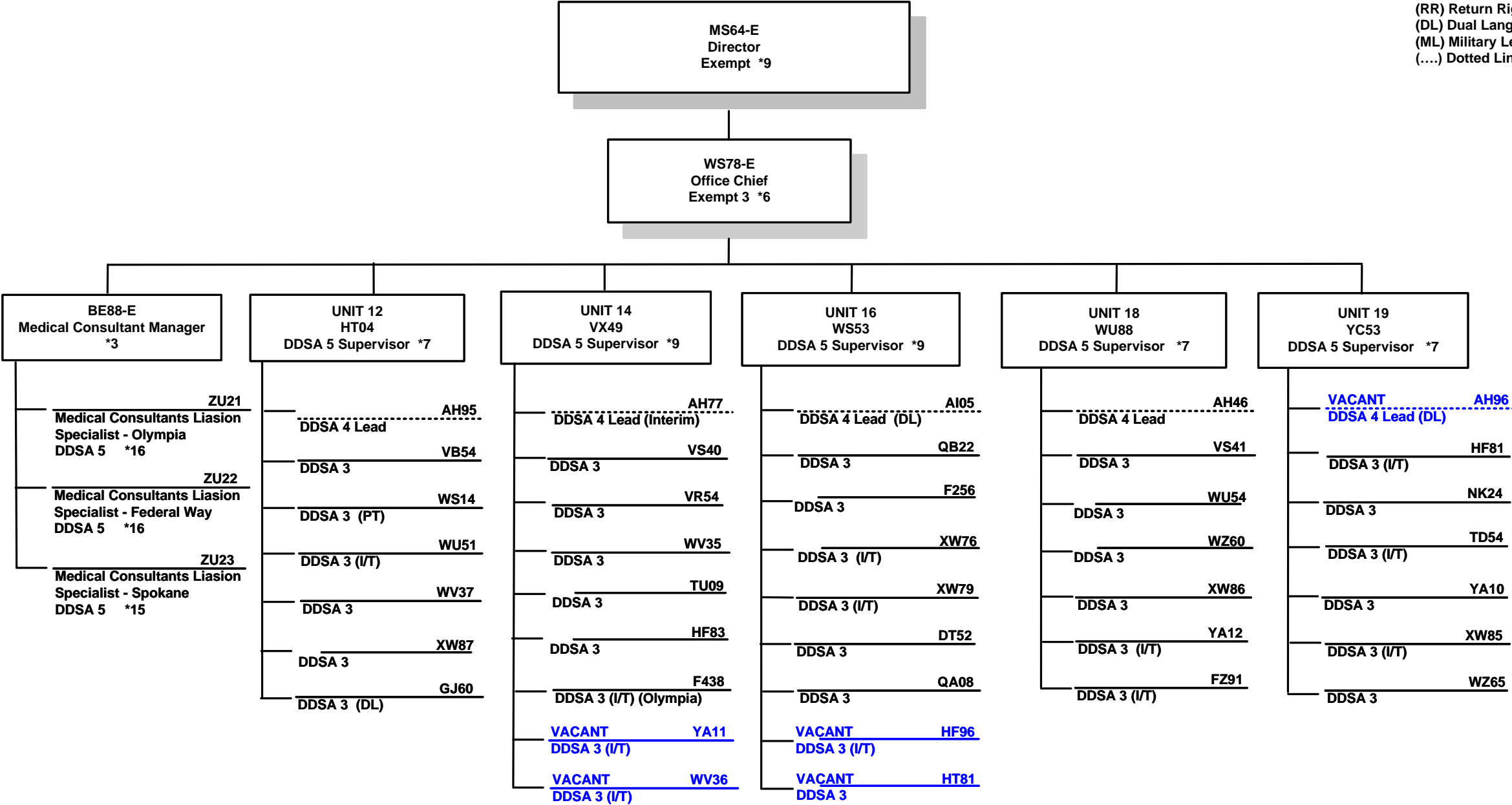
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Division of Disability Determination Services Spokane Central

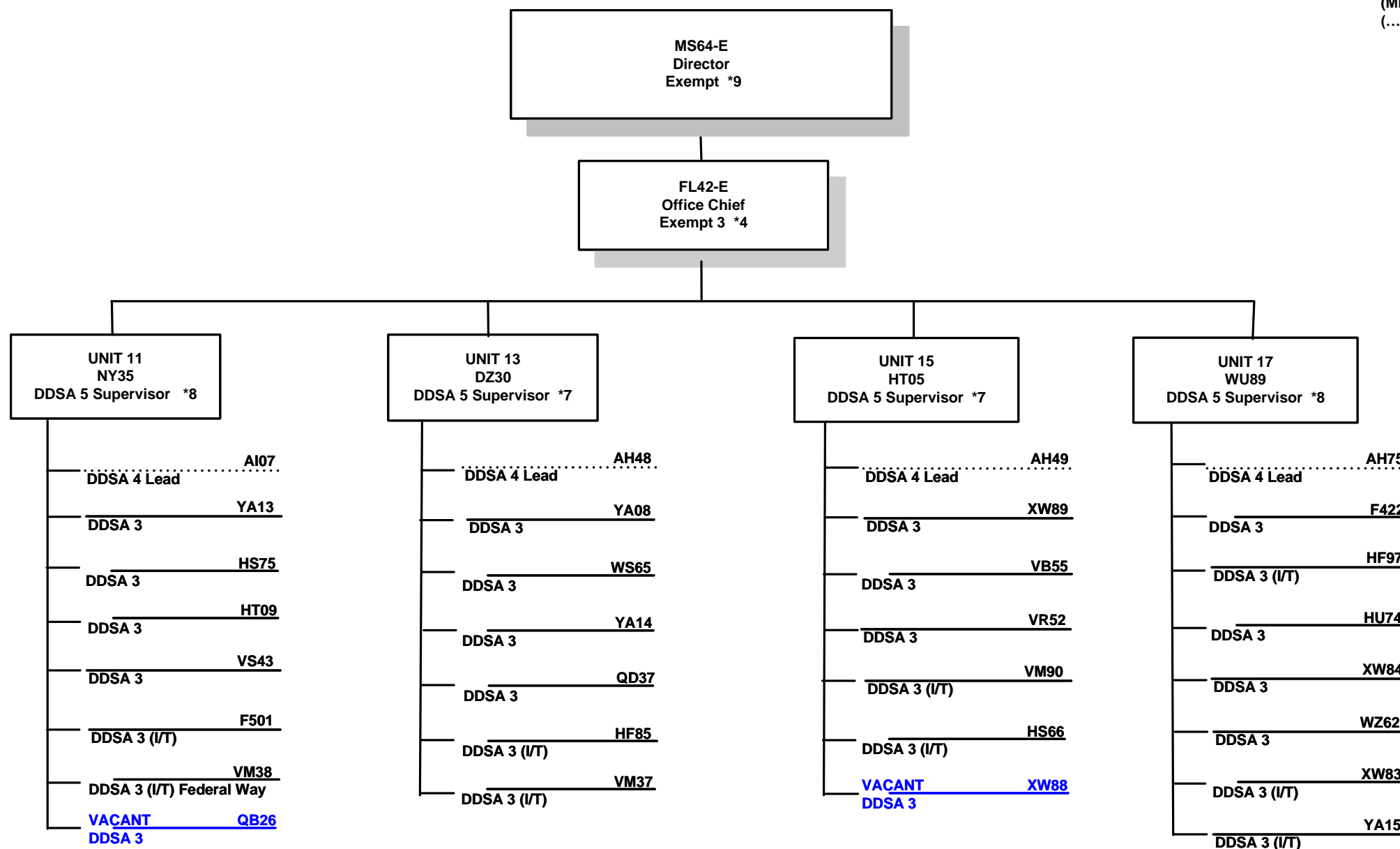
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Division of Disability Determination Services Spokane East

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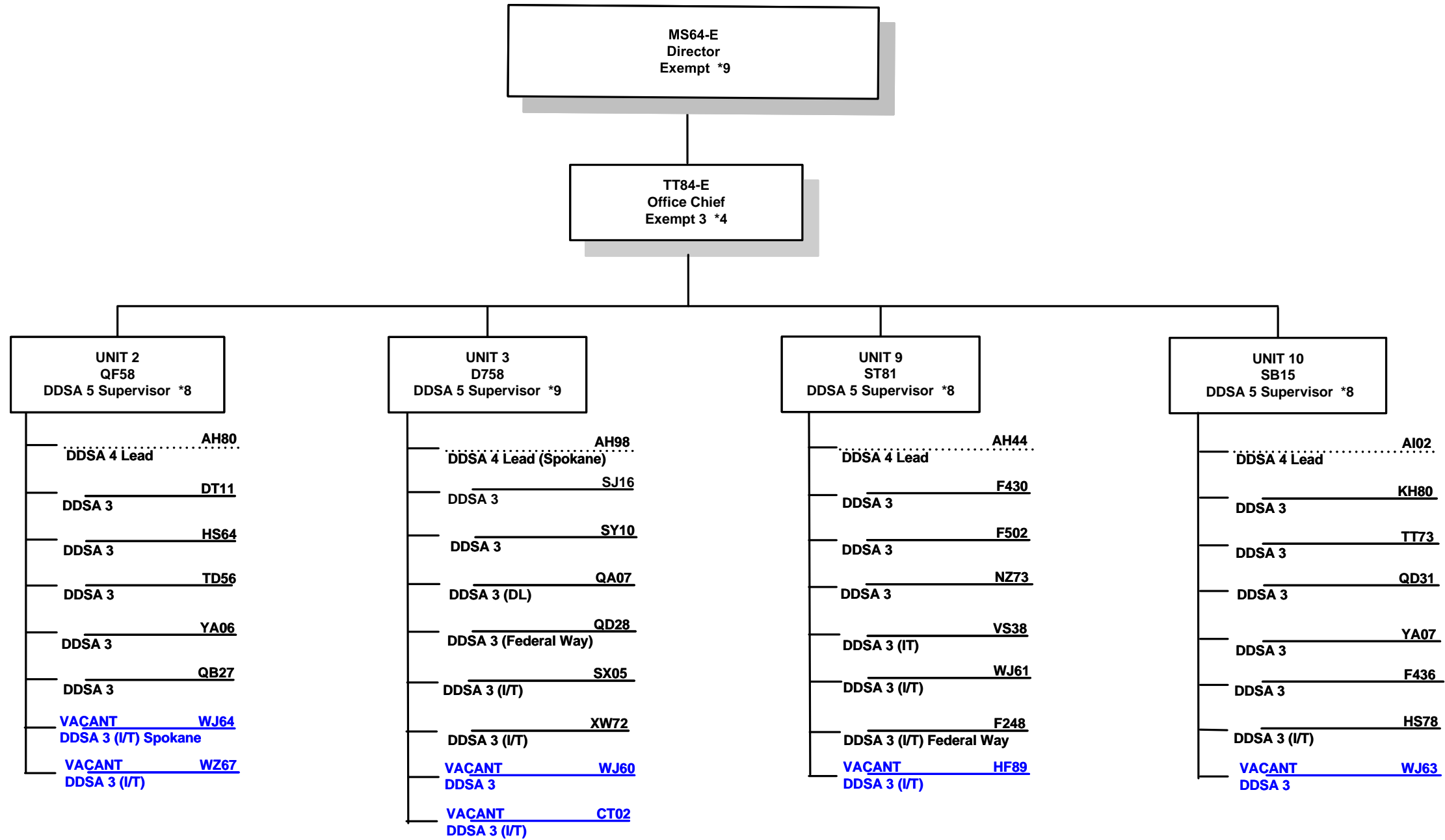


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Division of Disability Determination Services Olympia South

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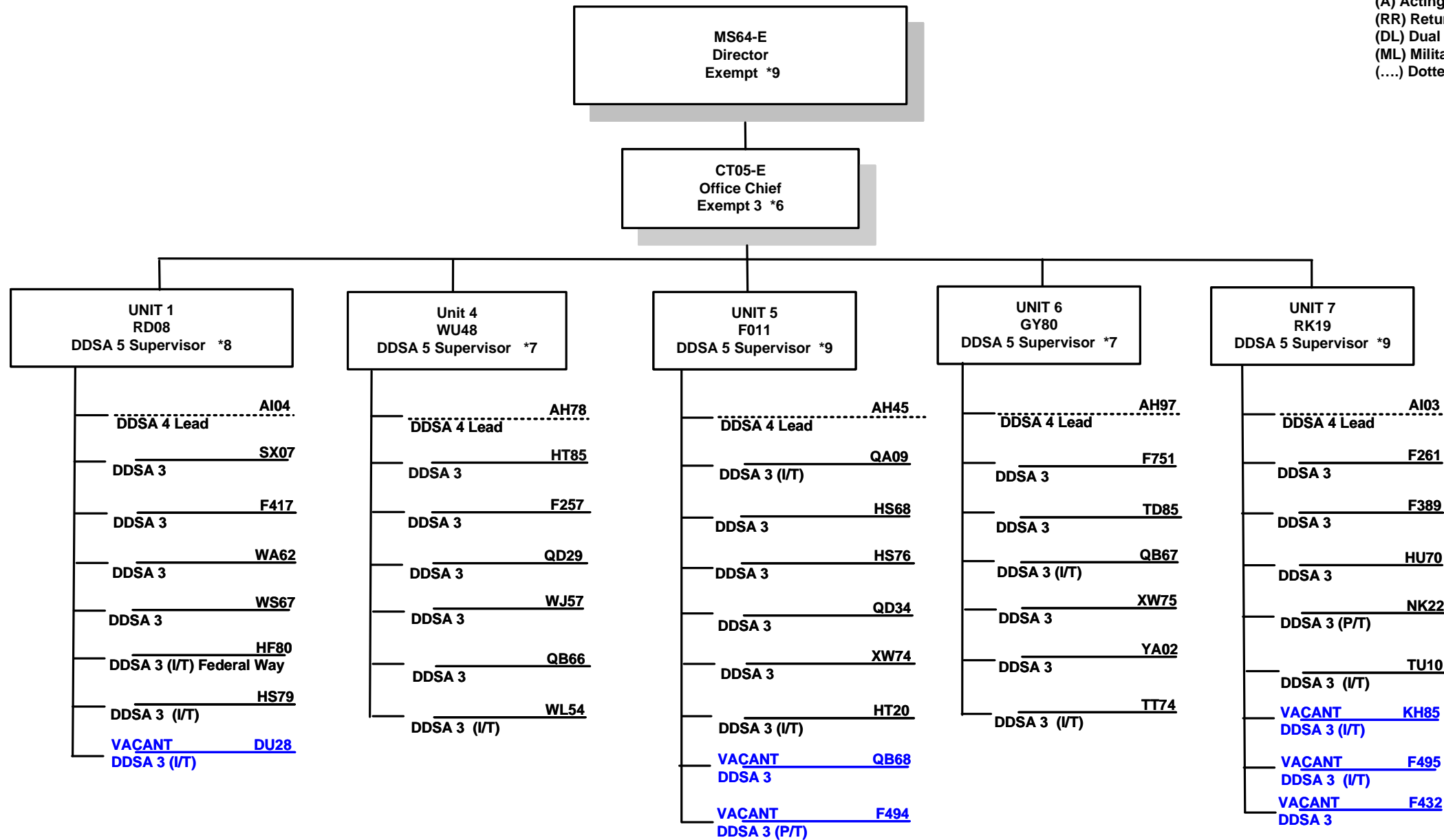


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Division of Disability Determination Services Olympia North

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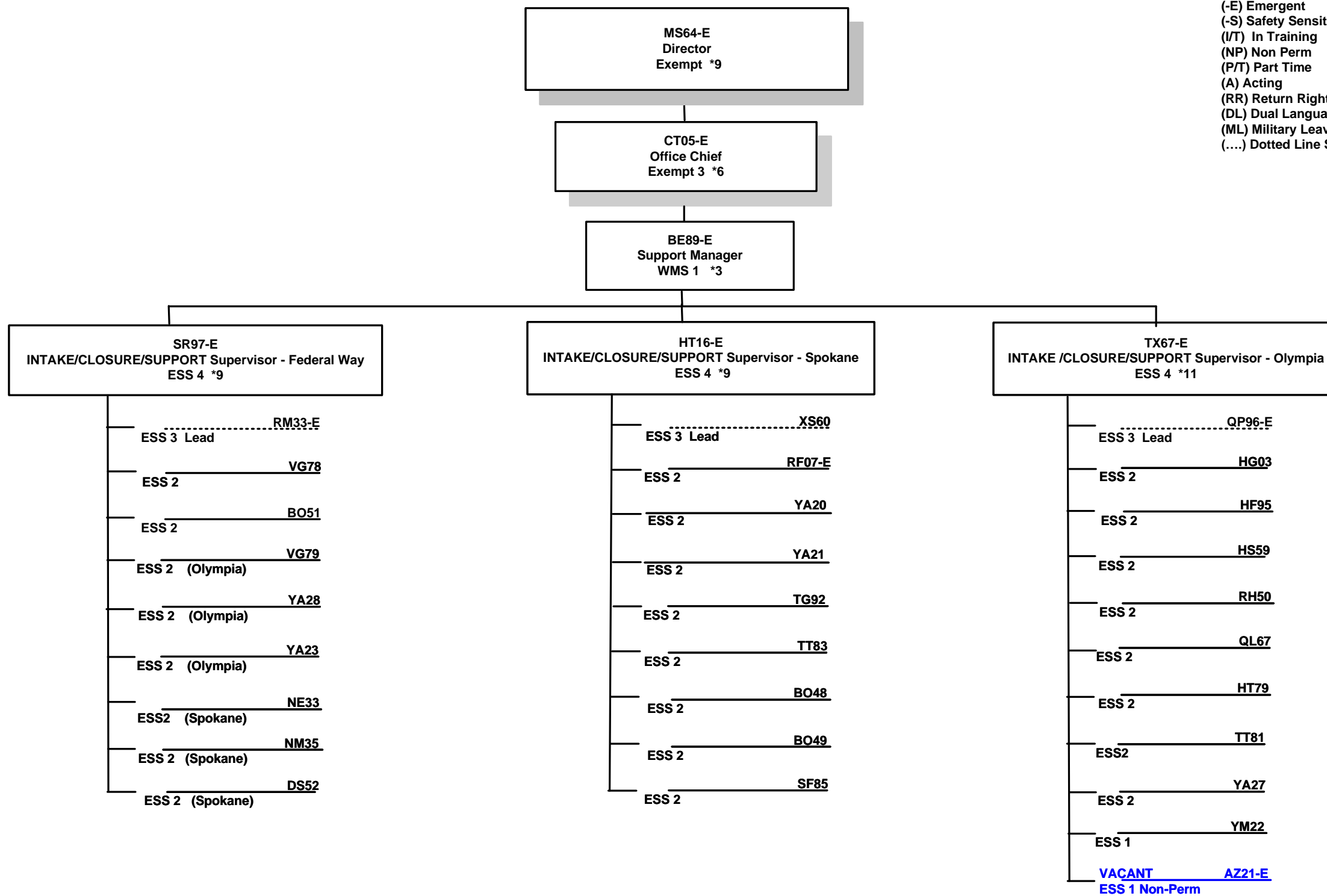


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Division of Disability Determination Services Support

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