



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

DATE: November 6<sup>th</sup>, 2023

TO: RFP # 2334-835 Bidders

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

SUBJECT: Amendment No. 02 – Bidder's Additional Q & A

---

---

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

- Bidder's Additional Questions and Answers

**Bidder's Questions and Answers**  
**RFX# 2334-835**

**Q#1** Can you provide an overview of the methodology employed and artifacts created to develop your Strategic Plan that was started 18 months ago? An artifact of particular interest is your environmental scan/SWOT analysis.

**A#1** In terms of the mission, vision, and values, this was primarily a refreshment of these items that started as discussions with the Executive Leadership Team. ELT members then shared with their respective Expanded Management Team members to provide feedback and input. This feedback and input were then discussed and incorporated into the final product. Unfortunately, we did not formalize any artifacts to the point where we can share as part of this RFP.

**Q#2** Please elaborate on the body of knowledge supporting Operational Excellence. How much of your staff is trained? What has been your experience with Operational Excellence since creating the goal?

**A#2** The level of training varies across the team. That is why we are incorporating training into this project.

**Q#3** Have you ever assessed the current level of organizational performance against the three goals? If so, what were the results?

**A#3** We have to some extent, but nothing has been formally documented to share for the purposes of this RFP..

**Q#4** On the solicitation document under project scope, planning and implementation (A.3.a.1.a) “topics and associated curriculum” is mentioned. What curriculum is being referred to here?

**A#4** Tentatively speaking, that would include the information contained in 3(b) and 3(c), which are also reflected in the draft timeline provided as part of the solicitation; furthermore, per 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.

**Q#5** Please elaborate on “sticking points’ that are encountered during the strategic planning process.”

**A#5** 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#6** There is no mention of completing the Strategic Plan. Is this an unintentional omission? If so, what are your expectations in support of this activity?

**A#6** This is mentioned in the solicitation under project scope. It specifically mentions the finalization of objectives, action plans, and key performance indicators, along with the development of final strategic planning document that clearly outlines the division's path forward. 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#7** It is possible that completing your strategic plan may identify other training required both at the leadership and staff levels. Are you open to such an outcome and is the delivery of this training to be included in our bid?

**A#7** The solicitation includes a draft timeline that provides tentative topics that relate to core leadership competencies in support of this strategic planning initiative and development of objectives, action plans, and key performance indicators. Per 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. The bid should be consistent with those recommendations.

**Q#8** We like to exploit Microsoft Teams in the performance of our client engagements. Please detail your experience with Teams, particularly how you use it to support projects and sustain collaboration.

**A#8** While still in the process of transitioning from Skype, the DDDS uses MS Teams extensively in its daily operations and is increasing its utilization for collaboration purposes to include virtual meetings, channels, and sharing documents. This project may serve as a catalyst for increased exposure and utilization.

**Q#9** The strategic planning timeline document is difficult to read and print. Can you please provide it in a more malleable format (e.g., Word, Excel).

**A#9** Excel file attached that is printable on a legal sized paper.

**Q#10** Will DSHS be drawing from the existing statewide contract #01620 for this work, as well as through this RFP?

**A#10** 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. Any vendor interested in this opportunity is encouraged to submit a proposal, including vendors currently on the statewide contract.

---

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