



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

DATE: September 19, 2019

TO: 2nd Tier #1938-735 – Aging and Long Term Support Administration  
(AL TSA) - Organizational Development

FROM: James O'Brien, Solicitation Coordinator  
DSHS Central Contracts and Legal Services

SUBJECT: Amendment No. 2 – Revised Bidder Questions and Answers

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DSHS amends 2nd Tier #1938-735 solicitation document to include:

- Bidder's Questions and Answers
- Minor edits have been made to the answers to questions #1, #7 and #17. These are not considered to be material changes, but this amendment is posted in hopes the below answers are more accurate.

**Bidder's Questions and Answers  
2nd Tier #1938-735**

**Question #1:** The 4 hours allocated for the APS project don't seem to align with the scheduled end date of May 2020 nor the scope of work. Please clarify.

**A:** The scheduled end date of May 2020 referenced a targeted completion date for transition activities for APS. A current work plan is in place and we are at a 97% completion rate for assigned tasks. The remaining tasks may take until next year to complete due to limitations out of our control (Human Resources). We expect that when we are able to move forward, the total time required for consultation will be 4 hours.

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**Question #2:** The solicitation states these initiatives are underway. The scopes of work mention creating plans related to these efforts. Where plans already exist on these initiatives, does ALTSA wish for the successful bidder to create new plans, or maintain/execute the existing plans?

**A:** The projects/initiatives are in different phases of development or implementation. We would not require the successful bidder to create new plans for those that already exist. We would require the maintenance and execution of existing plans. We would expect the successful bidder to review current plans and advise leadership on any improved strategic direction that would balance needs and risk.

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**Question #3:** Is there a firm, team, and/or individuals currently performing the scope of work on these ATLSA initiatives? If so, is there a transition plan in place for transferring work to the successful bidder?

**A:** There are individuals currently working each project/initiative area however they are not fully staffed. Transition plans are currently been developed. It is expected for the current staff to remain in their positions related to this work.

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**Question #4:** Appendix D, Section 4 refers to a hold back, however that is not mentioned in the contract. Does ALTSA intend to have a hold back in place for this contract? If so, please provide details.

**A:** We do not intend to have a hold back for this contract.

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**Question #5:** Does the Department want references for the company only, or for all proposed team members?

**A:** We require references for the company only.

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**Question #6:** To what extent are the five statewide initiatives referenced in the work request related to the other initiatives (i.e., impacting the same groups/people/citizens)?

**A:** Each of the projects/initiatives fall under Aging and Long Term Support Administration, who has the mission to provide to transform lives by promoting choice, independence and safety through innovative services. Each project/initiative has a different make-up of stakeholders and impacts different groups of individuals at different levels. The State Hospital Discharge and Diversion (SDHH), Medicaid Transformation Demonstration (MTD) and the Long Term Care (LTC) Trust are initiatives specifically related to long term services and supports recipients, stakeholders and advocates. Both APS and the LTC Trust initiatives include Medicaid and non-Medicaid impacted stakeholders.

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**Question #7:** To what extent are the five statewide initiatives sponsored by the same ALTSA / HCS leaders?

**A:** ALTSA Assistant Secretary- Bill Moss is the sponsor for the Consumer Directed Employer (CDE), Director for Adult Protective Services (APS)- Kathy Morgan is the sponsor for APS, Director for Home and Community Services (HCS)- Bea Rector is the sponsor for the LTC Trust, MTD, SHDD, and MTD.

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**Question #8:** Will travel outside of the Olympia area be expected?

**A:** Yes, travel outside Olympia will be expected and across the state as needed.

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**Question #9:** If a prime vendor utilizes sub-contracts with another vendor, how many references are required? Three total or three per vendor?

**A:** We require three references per vendor.

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**Question #10:** How will ALTSA / HCS define success, both in terms of deliverables, citizen outcomes, organizational outcomes, cultural changes, etc.?

**A:** ALTSA/HCS will define success differently for each project/initiative. For the projects/initiatives that are currently underway, deliverables and outcomes are identified within the contract and work plans. We would work with the successful bidder to develop new plans for projects/initiatives not underway at which time we as a team would define the success of deliverables and outcomes. It is imperative that the bidder have an understanding of and follow the

regulations/requirements set forth in WACs, RCWs and legislation for each initiative.

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**Question #11:** What internal WA DSHS project and change management resources will be available?

**A:** Within HCS there are four (4) Outcome Improvement Specialist who have knowledge, skills and ability related to organizational development and LEAN process improvement. In the Office of the Assistant Secretary (ALTSA), there is an Organizational Development team of three (3) who also share the skills of organizational development, change management and LEAN practices. In addition, there are subject matter experts from ALTSA, Developmental Disability Administration and the Health Care Authority that are available when needed.

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**Question #12:** Have the internal available project and change management resources conducted significant large-scale project and change management efforts previously?

**A:** Yes.

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**Question #13:** How are monthly invoices to be calculated?

**A:** Monthly invoices are calculated based on hourly rate per project/initiative. The invoice system and payment is further defined in the Special Terms and Conditions, Section 4 Billing and Payment.

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**Question #14:** Are there any page limitations for Attachment D Bidder Response, resumes, or any other portion of the required submission?

**A:** No.

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**Question #15:** Can ALTSA-HCS provide any information, if applicable, about current or prior project management or organizational change management vendors supporting the various initiatives mentioned in this solicitation?

**A:** ALTSA currently has an interlocal agreement with South Puget Sound Community College for Organizational Development and Project Management Resources for all the initiatives.

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**Question #16:** So that we may develop an offer of best value to ALTSA-HCS, would the Administration be open to a vendor response that included staff at different hourly rates?

**A:** We would be open to a response that included staff at different hourly rates.

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**Question #17:** Also, would ALTSA be open to vendors providing a rate card for optional staff to support additional / as needed services?

**A:** We would be open to vendors providing a rate card for optional staff support.

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