STATE OF WASHINGTON

DEPARTMENT OF SOCIAL AND HEALTH SERVICES

1115 Washington St SE
Olympia, WA 98501

This Second Tier Solicitation is issued under Master Contract 05914 – Organizational Development Only vendors awarded a 05914 Tier 1 Master Contract can bid on this opportunity.	
Tier 2 Solicitation Number/Title	Aging and Long Term Support Administration (ALTSA)
Date Issued	*September 10, 2019*
Solicitation Point of Contact	*James O'Brien*
	Phone: 360-664-6055
	Email: obriejm@dshs.wa.gov
During the solicitation process, all bidder communications must be directed to the solicitation point of contact. Bidders should rely only on this solicitation document and written amendments posted to WEBS by the solicitation point of contact. Unauthorized contact regarding this solicitation with other state employees involved with the solicitation may result in disqualification.	
Responses Due	*October 1, 2019 by 3:00 PM PDT*
Submit Responses To	**James O'Brien at obriejm@dshs.wa.gov**
Solicitation and Amendments will be posted on:	**1. DSHS Procurement Website: https://www.dshs.wa.gov/sesa/central-contract-services/procurements-and-contracting** **2. WEBS Website: https://fortress.wa.gov/ga/webs/**
Notice for Electronic Submission	**Subject: *[Bidder Name] Response to DSHS 2nd Tier #1938-735*** **DSHS cannot receive emails that are larger than 10MB.** If your response approaches or exceeds 10MB, bidder must break it up and send it by more than one email so that no single email exceeds 10MB. Bidder must number the emails e.g., [Bidder Name] Response to DSHS #1938-735 - Email 1 of 5; [Bidder Name] Response to DSHS #1938-735 - Email 2 of 5; and so forth. DSHS does not have the ability to unzip files. A Bidder who submits files which are "zipped" shall be deemed non-responsive.
Title Response	ALTSA Project and Organizational Development
Expected Period of Performance	*November 2019 – December 2021*
Late submissions may be considered non-responsive and may be rejected.	

Section 1 - Project Details

Purpose and Objectives

Purpose:

To provide consultative services to Aging and Long Term Support Administration (ALTSA) and Home and Community Services (HCS) in high level project management. Support implementation of multiple state wide, high profile multi-year initiatives.

Objectives:

1. Apply structured change management approach and activities to help achieve project objectives for current on-going projects.
2. Lead the planning and execution of business transition and readiness activities for various initiatives.
3. Create charters/project management plans that details projects objective scope, processes, governance, decision-making, risk/issue management, roles and responsibilities, and high level timeline for new initiatives.
4. Create a stakeholder analysis and communication plan for each new initiative and update existing projects.
5. Provide and maintain work plan and work breakdown structures that detail project tasks, dependencies, milestones and status.

Relevant Background Information

The Aging and Long-Term Support Administration's (ALTSA) core mission is to transform lives by promoting choice, independence and safety through innovative services. ALTSA assists adults with disabilities, cognitive impairment, chronic illness and related functional disabilities to gain access to needed services and supports by managing a system of long-term care and supportive services that are high quality, cost-effective, and responsive to individual needs and preferences.

Home and Community Services Division (HCS) is 1 of 5 divisions of ALTSA. HCS is responsible to promote, plan, develop, and provide long-term care services responsive to the needs of persons with disabilities and the elderly with priority attention to low-income individuals and families. HCS helps people with disabilities and their families obtain appropriate quality services to maximize independence, dignity and quality of life. HCS provides support to over 60,000 clients and utilizes a statewide network of over 5,000 social service providers, 25,000 individual providers and contracts with 13 Area Agencies on Aging.

Washington State currently ranks #1 with American Association of Retired Persons (AARP). This was achievable due to our innovative approaches to Long Term Services and Supports that promotes client choice of care setting and providers, focusing on consumer direction and enhancing engagement and satisfaction, and the effective care transitions. The purpose of this solicitation is to support ALTSA and HCS with the implementation of multiple statewide high profile initiatives that include:

- Medicaid Transformation Demonstration (MTD)
- Consumer Directed Employer (CDE)
- State Hospital Discharge and Diversion (SHDD)
- Long Term Care (LTC) Trust
- Adult Protective Services (APS)

Scope of Work/Statement of Work

1. Support for the Medicaid Transformation Demonstration (MTD) Project:
    a. Attend project leadership team meetings, providing consultation as needed.
    b. Provide coaching and mentoring to Home and Community Services leadership, project manager, and project team members as needed.
    c. Support execution of the business readiness plan.

2. Consumer Directed Employer (CDE) implementation:
    a. Organizational Change Management:
        i. Apply a structured change management approach to help achieve project objectives.
        ii. Create and execute an organizational change management plan.
        iii. Conduct periodic readiness assessments, report findings, and develop strategies for overcoming obstacles.
        iv. Support Project Director to fulfill the role of active and visible sponsor.
        v. Lead the planning and execution of business transition and readiness activities.
        vi. Guide communication and stakeholder engagement activities.
        vii. Provide input on training strategy and approach.

viii. Contribute to project management plan, status reports, work plan updates, etc.
ix. Serve as a member of the project management team.
x. Engage in project management team activities, such as project planning, issue management, risk mitigation, etc.
xi. Provide strategic consultation, coaching, and mentoring to project team members, leadership, and program representatives.
xii. Use industry tools and methods as appropriate.

b. Project Management:
   i. Developing and executing a project management plan with the following elements:
      1. Scope
      2. High level schedule
      3. Quality management
      4. Communication
      5. Risk and Issue Management
      6. Decision Log Tracking
      7. Management of Technical Stakeholders
      8. Technical Transition Plan
   ii. Project activities, which include:
      1. Executing activities defined in project management plan.
      2. Executing and monitoring activities defined in ESSB 6199.
      3. Oversee technical activities to transition individual providers to the CDE no later than July 1, 2021.
      4. Provide status reports to sponsors.
      5. Overseeing complete systems transition.
      6. Complete transition close out activities including lessons learned.

3. State Hospital Discharge and Diversion (SHDD) Project:
   a. Create a charter/project management plan that details project's objective scope, processes, governance, decision-making, risk/issue management, roles and responsibilities, and high-level timeline.
   b. Create a stakeholder analysis and communication plan that outlines project stakeholder analysis and communication for engagement throughout the project.
   c. Provide and maintain a work breakdown structure that details project tasks, dependencies and milestones.
   d. Provide a monthly status report on key milestones, deliverables, risks and issues.
   e. Facilitate monthly steering/sponsor committee meetings.
   f. Facilitate monthly Project Core Team meetings.
   g. Provide regular reports as requested by project sponsors.
   h. Provide additional project support as needed.
   i. Provide a project closure summary of project approach and outcomes.

4. Adult Protective Services (APS) Project:
   a. Create a project management plan that details the project's objective scope, processes, governance, decision-making, risk/issue management, roles and responsibilities, and high-level timeline.
   b. Create a stakeholder analysis and communication plan that outlines project stakeholder analysis and communication for engagement throughout the project.
   c. Provide and maintain a work breakdown structure.

5. Long-Term Care (LTC) Trust Project:
   a. Create a charter/project management plan that details project's objective scope, processes, governance, decision-making, risk/issue management, quality management, roles and responsibilities, and high-level timeline.
   b. Create a stakeholder analysis and communication plan that outlines project stakeholder analysis and

communication for engagement throughout the project.

c. Draft the project foundational principles and get input and approval.
d. Assist in establishing the Long Term Services and Supports (LTSS) Commission and recruiting members.
e. Assist in preparing agendas and materials for LTSS Commission meetings.
f. Support the project director in the leadership role.
g. Create and maintain a work plan and work breakdown structure that details project tasks, dependencies and milestones.
h. Assist with defining requirements for ProviderOne and CARE system changes and management of technical stakeholders.
i. Provide a monthly status report on key milestones, deliverables, risks and issues.
j. Prepare agendas and materials for monthly steering/sponsor committee meetings, document meeting minutes and track action items.
k. Facilitate monthly core team meetings, prepare agendas and materials, document meeting minutes and track action items.
l. Set up and maintain the project SharePoint site.
m. Help establish and manage content on the project internet and intranet website.
n. Provide additional project support as needed.

6. General Consultation, as requested.

7. Additional organizational change management and project management services, as requested.

Timeline & Period of performance

The Contractor will complete work and milestones by the following dates (*these dates are estimates and may be amended prior to contract execution*):

Explicitly dependable on the accomplishment of deliverables in the following initiatives:

Project	Projected # of Hours	Max Cost	Projected Project End Date
Medicaid Transformation Demonstration (MTD)	96	$15,840	October 2021
Consumer Directed Employer (CDE)	5984	$987,360	September 2021
State Hospital Discharge and Diversion (SHDD)	866	$142,890	October 2021
Adult Protective Services (APS)	4	$660	May 2020
Long Term Care (LTC) Trust	2557	$421,905	October 2021
General	48	$7,920	July 2021

Experience, Qualifications and additional Certifications

The Bidder Response Form, Attachment D, contains questions in four sections (Administrative, Management, Technical, and Cost) through which Bidders must demonstrate their experience, including for any subcontractors.

Minimum Bidder Qualifications:

Bidders must demonstrate at least five (5) years of experience providing completed organizational development and project management activities including large-scale high-risk projects. “Completed” means the services resulted in successful implementation models and a sustainable framework. Incomplete projects will not satisfy this requirement.

Additional Desired Experience:

In responses to the other questions contained in the Bidder Response Form, Attachment D Bidders should demonstrate all relevant experience, including the following areas:

1. Assessment and analysis of an organization's current business readiness state of current projects and provide coaching and mentoring to leadership, project manager and project support team.
2. Leading the planning and execution of business transition and change management to help achieve project objectives.
3. Creating a charter/project management plan that details project's scope, processes, governance, decision-making, risk/issue management, roles and responsibilities, and high-level timeline.
4. Creating a stakeholder analysis and communication plan that outlines project stakeholder analysis and communication for engagement throughout a project.
5. Creating and maintaining a work plan and work breakdown structure that details project tasks, dependencies and milestones.
6. Engaging in project management team activities, such as project planning, issue management, risk mitigations, etc.
7. Experience working with large stakeholder groups including governmental agencies and advocacy groups.
8. Ability to quickly change business plans and evaluate readiness based on priority shifts from internal and external entities.

Responding to all questions in the Bidder Response Form, Attachment D is **mandatory**. If the Bidder does not respond to all questions, Bidder will be considered Non-Responsive and will be disqualified from further consideration. Additional necessary information and requirements can be found in the Bidder Response Form, Attachment D.

Section 2 - Instructions to Bidders

Amendment, Cancellation/ Rejection of Bids, Reissuance of Solicitation

DSHS may amend or add to, retract from, or cancel this Solicitation at any time, in whole or in part, and without penalty. DSHS may reject all bids and cancel or rebid this Solicitation. All amendments and notifications of cancellation shall be posted on WEBS. In the event of a conflict between amendments or between an amendment and this Solicitation Document, the document issued latest shall control.

Questions and Answers

Questions will be allowed consistent with the schedule. All questions must be submitted in writing to the Solicitation Coordinator. DSHS will provide written answers for questions received before the question and answer period's deadline. Answers will be posted to WEBS as well as the DSHS Solicitation site listed above. Verbal responses to questions will not be provided. Only written answers posted to WEBS will be considered official and binding. Bidders will not be identified in answers. When the question and answer period is complete, additional comments will be for the purpose of informing the Solicitation Coordinator of an issue only. Questions and comments outside the question and answer period will not be answered or acknowledged.

If interpretations or other changes to the solicitation are required as a result of inquiries made during the question and answer period, the solicitation may be amended. Amendments are posted to WEBS.

Request for Change in Solicitation Requirements

If Bidder believes that this Solicitation contains requirements which would unreasonably prohibit or restrict Bidder's participation, or believes that different requirements would provide better value to the State, Bidder shall submit a written explanation of the issue together with proposed alternative requirements to the Coordinator no later than the deadline for Bidder Questions as stated in the Solicitation Schedule. The Coordinator shall not be required to consider requests for changes after this date. If any changes are made to the

Solicitation requirements, an Amendment setting forth those changes will be posted on WEBS as well as the DSHS Solicitation site.

Complaints

In the event a Bidder believes that this Solicitation either: (a) unnecessarily restricts competition; (b) contains an unfair or flawed evaluation or scoring process; or (c) contains inadequate or insufficient information to permit preparation of a Response, the Bidder shall submit a written complaint to the Solicitation Coordinator. The Solicitation Coordinator will forward the complaint to the DSHS Chief of Central Contracts and Legal Services for review. The complaint shall include a proposed remedy and shall be submitted no later than five (5) business days prior to the date when Responses are due. DSHS shall post its response to the Complaint on WEBS.

Should a Bidder's complaint identify a change that would be in the best interest of DSHS to make, DSHS may issue an Amendment modifying this Solicitation. The DSHS decision regarding a complaint is final and no further administrative appeal is available. If no complaint is filed, a Bidder cannot later file a protest based on any of the above complaint criteria.

Cost

Bidders must provide requested pricing in Bidder Response Form Attachment D. In any case, hourly rates provided in the 2nd Tier response cannot exceed the not to exceed (NTE) rate established in Tier 1. The Bidder's NTE rate can be found on the Rates & Points of Contact document found on the contract's portal page.

Note: When factoring Travel related expenses you are required to utilize the Office of Financial Management Travel Rates – Section 10.90: https://www.ofm.wa.gov/sites/default/files/public/legacy/policy/10.90.htm

Maximum Consideration for Performance

ALTSA shall only pay up to a maximum of $1,575,000 for completion of all requirements associated with this Solicitation. Additionally, the maximum amount allotted for each specific project is outlined above. Funds cannot be transferred between projects.

Submission Guidelines

Bidders shall submit their Responses utilizing the forms set forth on Attachments B (Bid Submission Letter), C (Bidder Certifications and Assurances) and D (Bidder Response Form) to this Competitive Solicitation. Each Attachment represents a separate section of the Response. Failure to complete and submit all required Attachments, and to sign them, if applicable, may result in Bidder disqualification. Responses should be neatly typed in 12 point font, using proper grammar, spelling and punctuation.

All Bidders must submit a completed bid submission letter in the form and with the minimum contents set forth on Attachment B, which must include all of the required acknowledgments and information. The Bid Submission Letter must be signed by an individual authorized to bind the Bidder contractually. Bidder's completed and signed Attachments B and C, together with any documents that are required to be attached, and Bidder's answers to administrative questions set forth on Attachment D, Bidder Response Form, comprise the Administrative component of the Response.

All Bidders must submit the Bidder certifications and assurances form set forth on Attachment C, signed by an individual authorized to bind the Bidder contractually. Bidders may not alter or redline the Bidder Certifications and Assurances form in their response. Submitting altered or redlined solicitation terms or requirements in the Bidder Response may result in Bidder disqualification.

1. Bidder must return all required documentation by 3:00 p.m. Pacific Time on Tuesday, October 1st, 2019.
2. All Bidder response documents must be formatted in Portable Document Format (Adobe Acrobat PDF) or Microsoft Word, Excel, or PowerPoint, versions 2013 and lower. Spreadsheet documents must be submitted in Microsoft Excel and in a live, unprotected file that includes all formulas, macros, and computations that are relied on or used to calculate any rates or values presented therein. When

scanning documents to be submitted in PDF format, scanner resolution should be set to at least 200 dots per inch.

3. Bidder must sign and submit the following:
    a. A completed bid submission letter in the form and with the minimum contents set forth on Sample Bid Submission Letter, Attachment B,
    b. Certifications and Assurances, Attachment C.
4. Bidder must submit responses to all questions in Bidder Response Form, Attachment D. Bidder must respond to all questions contained in Section 1, Bidder Information (Administrative Response) of Bidder Response Form, Attachment D. Bidder's failure to complete Section 1 will be considered non-responsive.

Acceptance of Solicitation Terms

In submitting a Response, Bidder must include a signed Bid Submission Letter in the form set forth on Attachment B, as well as signed Bidder Certifications in the form set forth on Attachment C. Bidder must acknowledge that in submitting a Response, it accepts all terms of this Solicitation Document, including all of its Attachments, and that Bidder's Response constitutes a binding offer. Bidders may not alter or redline the solicitation terms or requirements in their response. Submitting altered or redlined solicitation terms or requirements in the Bidder Response may result in bidder disqualification.

Proprietary Information/Public Disclosure

Materials submitted in response to this Solicitation shall be deemed public records as defined by RCW 42.56. All Responses and accompanying documentation shall become the property of DSHS upon receipt, and will not be returned.

The Bidder's Response must include, on Attachment D, a statement identifying the pages of its Response, if any, which contain information the Bidder considers proprietary. Each page claimed to be proprietary must be clearly marked by stating the word "Proprietary" on the lower right hand corner. Bidders must be reasonable in designating information as proprietary or confidential. Bidders may not mark their entire Response proprietary. Doing so will not be honored and will disqualify your Response from further consideration.

If DSHS receives a request to view or copy a Bidder's Response, DSHS will respond according to applicable law and DSHS's policy governing public disclosure. DSHS will not disclose any information marked "Proprietary" in a Response without giving the Applicant ten (10) days' notice to seek relief in superior court per RCW 42.56.540.

Ownership of Responses

All materials submitted in response to this Solicitation become the property of DSHS, unless received after the deadline in which case the Response shall be returned to the sender. DSHS shall have the right to use any of the ideas presented as part of the process in any manner as it deems appropriate or beneficial, regardless of whether it is contained in a Response that results in selection for a Contract.

DSHS Award Options; Improvement of Bid Offers

After Responses are received and written evaluations are completed, DSHS may (but shall not be required to) request best and final offers from one or more Responsible and Responsive Bidders. The written Responses of Bidders invited to provide a best and final offer may be re-evaluated and the point values may be adjusted based upon changes to pricing or proposed services, deliverables or methodologies that are included in a best and final offer, prior to DSHS' determination of the Apparent Successful Bidder.

Alternatively, after reviewing all Responses, DSHS may enter into negotiations with the highest ranked Responsive and Responsible Bidder in order to determine if the Bid may be improved before identification of the Apparent Successful Bidder.

DSHS shall not be required to request best and final offers or to enter into negotiations and reserves the right to make a Contract award without further discussion of the Response. Therefore the Response should be submitted on the most favorable terms that Bidder intends to offer.

Ethics, Policies and Law

This Solicitation, the evaluation of Responses, and any resulting contract will be made in conformance with applicable Washington State laws and Policies.

Specific restrictions apply to contracting with current or former state employees pursuant to RCW 42.52. Bidders should familiarize themselves with the requirements prior to submitting a Response. Bidders must include, in their Letter of Submittal, information regarding any current or former state employees who are employed by, or subcontracted with, Bidder.

Alternative Submission Methods

Bidders wishing to request an alternative method for submitting their Proposal must contact the Solicitation Coordinator at least ten days before the Proposal Submission Date. No alternative submission method will be accepted unless agreed to by the Coordinator in writing prior to the Proposal deadline.

Resumes

Bidders will provide a resume for each staff person submitted for this project as requested in Bidder Response Form, Attachment D.

References

Bidders are required to submit no fewer than three (3) references of government agencies or public sector organizations for which Bidders have provided Project Management and Organizational Change Management activities. Bidders must have provided these services within the last five (5) years and should reflect the **Additional Desired Experience** outlined in Section 1 above.

Section 3 – Evaluation Process

Bid Response: Administrative Review

All Responses will be reviewed by the Coordinator to determine compliance with administrative and minimum qualification requirements and instructions specified in this Solicitation. DSHS may reject a Response as nonresponsive at any time for any of the following reasons:

- Incomplete Response
- Submission of a Response that proposes services that deviate from the scope and technical requirements set forth in this document and Attachment A, Sample Contract, except as permitted in an Amendment to this Solicitation
- Failure to meet the minimum Bidder qualifications or to comply with any requirement set forth in this Solicitation Document, including Attachments
- Submission of incorrect, misleading, or false information

- History of prior unsatisfactory contractual performance

The Coordinator may contact any Bidder for clarification of the Response. If a Response is deemed non-responsive, it shall be removed from further consideration. DSHS shall notify non-responsive Bidder(s) of this determination and the supporting reasons. Bidders whose Responses are found to be non-responsive shall be disqualified from further evaluation and shall be notified in writing.

If a Response meets all administrative and Bidder qualification requirements and submittal instructions, DSHS shall continue with the Written Evaluation and, if applicable, the Oral Evaluation.

Errors in Bidder Response

Bidders are responsible for all errors or omissions contained in their Reponses. Bidders will not be allowed to alter Response documents after the deadline for Response submissions.

DSHS reserves the right to contact any Bidder for clarification of Response contents. In those cases where it is unclear to what extent a requirement has been addressed, the evaluation panel may, in their discretion and acting through the Coordinator, contact a Bidder to clarify specific matters in the submitted Response.

DSHS reserves the right to waive minor administrative irregularities contained in any Bidder Response.

Evaluation Criteria and Scoring of Responses

The total number of points available in the Written Evaluation section of this proposal is 550. An additional 200 points is available if DSHS chooses to exercise the option to conduct Oral Evaluations. Points will be distributed as follows:

Bidder's qualifications and experience (Management Response) 200pts:

Answers in the Management Response Sections of the Bidder Response Form, Attachment D, shall be evaluated using the Maximum Total Points available for each question.

Bidder's solution and proposed approach (Technical Response) 200pts:

Answers in the Technical Response Sections of the Bidder Response Form, Attachment D, shall be evaluated using the Maximum Total Points available for each question.

Bidder's proposed pricing (Quotation or cost Response) 150pts:

The Quotation evaluation shall be based upon a calculation that rates each quotation in relation to the lowest cost bid. The maximum point value (100% of possible points) shall be granted to the lowest cost (lowest numerical) bid for Total Cost of Contract. The remaining bids shall receive a percentage of the maximum number of points based upon a comparison of their value to that of the lowest cost bid. In other words, the Bidder who offers the lowest rate shall receive the maximum number of points, with each successive Bidder receiving fewer points in proportion to the best quotation.

RCW 39.26.160(5) allows DSHS to reject any Bidder who has failed to perform satisfactorily under any previous contract(s) with the state. DSHS shall notify a Bidder of such a rejection.

RCW 39.26.160(1)(a)(i) allows DSHS to reject all bids and rebid or cancel the competitive solicitation.

Possible Oral Presentations (200 pts):

DSHS may, after evaluating the written responses, elect to schedule oral interviews with the top Bidder(s). The Solicitation Coordinator will notify finalist(s) of the date, time, and location of the oral interview. A tentative date is set in the included schedule. Interviews must be conducted in-person. Bidder(s) will be notified on or about October 8, 2019 whether or not DSHS will require oral presentations. All dates in the Solicitation schedule after the date Bidders must submit their Responses are estimates and may change without prior notification.

Section 4 – Announce Apparent Successful Bidder (ASB)

The Bidder that receives the highest total number of possible points will be presented to DSHS management for consideration as a finalist for the Apparent Successful Bidder. In the event multiple Contracts will be awarded, the applicable number of top-scoring Bidders will be considered.

The selection process shall determine which Bidder provides the best value in meeting the needs of DSHS. Selection of the Apparent Successful Bidder(s) depends upon DSHS' assessment of multiple factors, including Bidders' qualifications, capabilities, efficiency, experience, reliability, responsibility, integrity, quality of proposed services and deliverables, timeliness, cost and potential impact on DSHS' needs. DSHS may consider whether the Response encourages diverse contractor participation; whether the Bid provides competitive pricing, economies and efficiencies; whether the Bidder considers human health and environmental impacts; whether the Response appropriately weighs cost and non-cost considerations; and life cycle cost, as applicable. DSHS may also consider a Bidder's performance on prior State or other contracts and may reject Responses of any Bidder who has failed to perform satisfactorily under any previous contract with the state or another party. DSHS reserves the right to select a Bidder whose Response is deemed to offer the best overall value and that is in the best interests of DSHS and the State of Washington.

DSHS management shall make the final determination as to which Bidder(s), initially designated as finalist(s), shall be officially selected and announced on WEBS as the Apparent Successful Bidder(s) on or about the date and time set forth in Section C.1., Solicitation Schedule. DSHS may also notify the Apparent Successful Bidder(s) and the unsuccessful Bidder(s) of its determination via email on or about the date and time specified in Section C.1., Solicitation Schedule.

DSHS' decision will be subject to the execution of a Contract satisfactory to DSHS within a reasonable period of time following the announcement of the Apparent Successful Bidder on WEBS. In the event the parties are unable to reach agreement on the final details of a Contract, consistent with Attachment A, Sample Contract, DSHS shall have the option of negotiating with the next highest ranked Bidder and of revising the announcement of the Apparent Successful Bidder.

Debriefing Conferences

No later than 5:00 p.m. on the third (3) business day following the posted announcement of Successful Bidder(s) on WEBS, Bidders who are not selected as a Successful Bidder, or have not been deemed non-responsive, may send an email to the Solicitation Coordinator requesting a Debriefing Conference. Unless a different date is agreed upon by the Coordinator, the Debriefing Conference will be held within three (3) business days following the request. Discussion at the debriefing conference will be limited to the following:

- Evaluation and scoring of the Bidder's Response
- Critique of the Response based on the evaluation
- Review of Bidder's final score in comparison with the other final scores

No comparisons between Bids will be allowed during the Debriefing Conference, which shall be conducted by telephone, unless the Coordinator agrees to an in-person meeting, and shall last for a maximum period of thirty (30) minutes. Since debriefing conferences pertain to the formal evaluation process, Bidders who were disqualified as nonresponsive and therefore did not go through the formal evaluation process shall only be entitled to request a

debriefing on the issue of their disqualification for non-responsiveness.

Grounds and Filing of Protests

A Bidder who has participated in a Debriefing Conference may file a formal Protest if the Bidder asserts that there are facts that indicate error in the evaluation of Bids on one or more of the following grounds:

- Bias, discrimination or conflict of interest on the part of the evaluator or in the process
- Mathematical errors in computing the score
- Non-compliance with procedures described in the Solicitation document or in DES policy

Protests must be emailed to the Solicitation Coordinator and must be received no later than 5:00 p.m. (Pacific Time) on the fifth (5th) business day following the day of the Bidder's Debriefing Conference. The Protest must adhere to the requirements set forth in this Section or it will not be considered. This Protest procedure constitutes the sole administrative remedy available to Bidders from DSHS under this Solicitation.

Protests must include the protestor's mailing address and phone number and the name of the individual responsible for filing the Protest. The Protest must state the Solicitation number and title, the grounds for the Protest, specific facts to support these grounds, and a description of the relief or corrective action being requested.

Protests not based on one of the grounds set forth in this Section will be rejected. It is not grounds for a protest to question an evaluator's professional judgment on the quality of a Response or DSHS' assessment of its own needs or requirements.

DSHS Protest Review Process

The Solicitation Coordinator will immediately forward any Protest to the Chief of Central Contracts and Legal Services to assign to a Protest Coordinator for review. The Protest Coordinator, an individual who was not involved in the Solicitation, will consider the record and all available facts and will endeavor to issue a decision within ten (10) business days following receipt of the Protest. If additional time is required, the protesting party will be notified of the delay.

In the event a Protest may involve the conduct of or information submitted by another Bidder that also submitted a Response, such Bidder will be given an opportunity to submit its views and any relevant information on the issue(s) raised by the protest to the Solicitation Coordinator.

Determination of Protests

The Protest Coordinator shall issue a written determination regarding the Protest. This written determination shall include one or more of the following determinations:

- Upholding DSHS determination of the Apparent Successful Bidder(s) on the basis that there are insufficient facts to establish the alleged error; or
- Upholding DSHS' determination of the Apparent Successful Bidder(s) on the basis that there are only technical or harmless errors in DSHS' evaluation process; or
- Finding errors and identifying actions which may be taken by DSHS, such as:
  - Correction of errors and reevaluation of all bids,
  - Cancellation and reissuancee of the Solicitation (in which case all the Bidders will be notified), or
  - Other corrective actions as may be appropriate

There is no further administrative process or remedy available within DSHS to appeal the determination that resulted in a Protest. If the protesting party does not accept DSHS' determination, the protesting party can seek relief from Superior Court in Thurston County, WA.

Section 5 – Award a 2nd Tier Contract

Contract Execution

The Apparent Successful Bidder is expected to sign a contract with DSHS that is substantially the same as the Draft Contract, Attachment A included with this Solicitation.

DSHS reserves the right to require that some or all of Bidder's Response be incorporated into the Contract, and to negotiate the specific wording of Section 4, Statement of Work, based on the requirements of this Solicitation and the terms of the Response submitted by the Apparent Successful Bidder. If changes are requested as part of the Bid Response, DSHS may consider, but shall be under no obligation to agree to, modifications to the General Terms and Conditions of the Draft Contract, Attachment A.

If DSHS and the Apparent Successful Bidder fail to come to an agreement on the terms of the contract, or if Bidder fails to sign, DSHS may elect to designate the next highest-ranked finalist as the Apparent Successful Bidder.

Section 6 – Solicitation Schedule

The Solicitation Schedule set forth below outlines the tentative schedule for important events relating to this Solicitation. Except as modified in an Amendment issued by the Coordinator, the dates and times listed through the date of Response Submission are mandatory deadlines. The remaining dates are estimates and may change without the posting of an Amendment. Failure to meet the Response deadline will result in Bidder disqualification.

Item	Action	Date
1.	DSHS posts Competitive Solicitation.	9/10/19
2.	Bidder may submit written questions or requests for change in Contract Requirements until 3 p.m. Pacific Time.	9/18/19
3.	DSHS will post responses to written questions.	9/23/19
4.	Bidders may submit written Complaints by 3 p.m. Pacific Time (five business days before Response is Due).	9/24/19
5.	Bidder must submit Response by 3 p.m. Pacific Time	10/1/19
6.	DSHS evaluation of written Responses	10/4 to 10/8
7.	Oral presentations, if requested by DSHS	Week of 10/14
9.	Announcement of Apparent Successful Bidder(s) on WEBS and beginning of contract negotiations	10/16/19
9.	DSHS notifies unsuccessful Bidder(s)	10/16/19
10.	Unsuccessful Bidders may request a debriefing conference until 3 p.m. Pacific Time (3 business days after announcement of ASB)	10/21/19
11.	DSHS holds debriefing conferences, if requested	As scheduled
12.	Deadline for submission of Protests by unsuccessful Bidders who participated in a debriefing conference (10/29/19)	Five business days after date of debriefing
13.	DSHS considers Protests, if any, and issues determination	
14.	Contract Execution/Start Date	11/1/19