



# **King County**

## **Report on Department of Community and Human Services Request for Proposal Process**

**Office of Performance, Strategy and Budget**

**Response to Ordinance 17232, Section 20, Proviso P5**

**August 15, 2012**

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## **I. Executive Summary**

This report is in response to a proviso contained in the 2012 Adopted Budget (Ordinance 17232), which required a report and motion accepting the receipt of the report regarding the Department of Community and Human Services' (DCHS) Request for Proposal (RFP) processes. The proviso was placed on the Office of Performance, Strategy and Budget (PSB) budget, and PSB was directed to prepare the report in collaboration with the Procurement and Contract Services Section (PCSS) of the King County Department of Executive Services (DES), Finance and Business Operations Division (FBOD). In addition, the proviso directed that an independent consultant be hired to perform a review and propose a set of recommendations on DCHS' RFP processes.

The report is the result of multiple methods of review and analysis, including, but not limited to, the following documents and activities:

- a DCHS department-wide inventory and categorization study of its RFPs;
- a survey of other government jurisdictions' and funders' RFP approaches;
- a survey of DCHS' RFP processes from current, DCHS, service providing contractors;
- a DCHS employee focus group discussion on DCHS' RFP processes;
- a DCHS continuous improvement process event on contracting processes;
- an independent consultant's review, evaluation and recommendations report of DCHS' RFP processes;
- a PCSS review and comments on the independent consultant's report of DCHS' RFP processes; and
- an Executive review and analysis of all of the above elements.

The core of this proviso response is the independent consultant's report on DCHS' RFP processes, which is the primary attachment to this broader report from PSB (see Appendix G). There are other attachments to this document, which are referenced throughout the narrative, and are listed in the appendices section of this report.

### **A. Observations**

After collating and reviewing the many different documents and summaries of work performed during the development of this proviso response, PSB finds that overall DCHS' procurement processes are organized, are compliant with existing County procurement policies and show no significant errors or problems. In particular, DCHS prepares and manages complex requirements and detailed solicitations that sometimes must follow rules, restrictions and timing requirements set by outside entities, such as state and federal funding agencies. Also, DCHS represents King County by leading coordinated procurement processes with other human service providers and funders in the region.

Although DCHS generally performs well in conducting its RFP processes, there are three, main areas where DCHS could make improvements, including more consistency and standardization of its many RFPs across all divisions of the Department; more

documentation of RFP processes and overall procurement management; and more clarity about policy goals, administrative direction and service criteria.

## **B. Recommendations**

The following is a combined list of recommendations from the independent consultant, PSB, and PCSS. PSB and DCHS, in consultation with PCSS, are developing a plan of action in response to these recommendations.

1. **Transparency in the Evaluation:** The Department needs to be more specific in the published evaluation criteria. Giving potential proposers more information on how their proposals will be evaluated will educate the proposer community and result in better proposals and ultimately in better value for the Department.
2. **Vendor Expertise and Financial Capacity:** All procurements should request sufficient information about the proposer to determine whether they have the expertise and the financial capacity to perform the requested services proposed.
3. **Specificity in services to be performed:** The Department should be more specific about the outcomes they are seeking from projects they fund.
4. **Standard Terms and Conditions:** Every procurement should include a set of standard terms and conditions to which the applicant will be expected to agree.
5. **Calendar of Events:** Every procurement should include a specific section that gives all of the pertinent dates for procurement activities, such as the issuance date of the RFP, date of pre-proposal conference or workshops, last date for questions, Q&A publication date, proposal due date and time, date for oral presentations, date for best and final offer, and award date.
6. **Protest or Appeal instructions:** Each procurement should include a statement about unsuccessful applicants' rights of appeal or protest, including the deadline and process for filing an appeal or protest.
7. **Consensus Evaluation Scoring:** Where possible, the Department should consider using consensus scoring (meeting as a group to score the proposals) rather than individual scoring with meetings to resolve differences. Consensus scoring promotes equity in the process.
8. **Online scoring tools:** Online scoring tools should be used in the review and evaluation of proposals and grant applications to document scores and ranking decisions. This will improve accuracy, ease of use and transparency.
9. **References to policy sources:** DCHS managers should refer to King County and/or DCHS policy documents when developing a scope of work for a sole source contract, competitive procurement or a grant. In addition, these documents should be referenced by King County representatives at any funders meeting convened to formulate the terms of a scope of work or grant application. Finally, scopes of work, sole source agreements and grant applications should contain references to King County and/or DCHS policy documents.
10. **Standardized RFP documents and processes:** DCHS should identify and document standard templates, process steps, language, formatting, contractual requirements and other procurement aspects across the whole Department. Most RFPs will have

- different and unique needs, but even creating consistent portions of documents and selected process steps would help better organize DCHS' RFP processes.
11. **Migrate to web-based procurement:** Many sources of feedback in this report development have suggested DCHS consider conducting its full RFP process via an Internet site and related web tools. This could help improve DCHS' administration, documentation, evaluation, internal and external communication, process transparency, reporting and other procurement aspects. United Way of King County was mentioned multiple times as an organization with a well developed online process and presence.
  12. **Routine feedback and follow up:** Key stages within the RFP process should have a feedback process. This would be explicit invitations for the relevant customers (Department staff, review panels, bidders, awardees, etc.) to provide observations, questions and concerns about their experiences. The feedback should then be summarized for RFP staff to discuss and decide where to make improvements.
  13. **Lean process improvements:** DCHS procurement staff should review the findings from the contracting Lean event, and consider what would benefit the Department's RFP processes. Some common areas for improvement could include standard templates, shortening process flow/timeline, electronic tools for tracking and management of process, share and collaborate across sections/programs/divisions, and cross-training staff for back up resources.
  14. **Utilization of PCSS services:** DCHS should develop and document criteria, policies, process checklists and allowed exceptions to use for deciding when to use King County PCSS services. Although some groups in DCHS do use PCSS, there are no consistent or clear rules whether and when to use PCSS. Finally, PCSS should review the criteria developed to assure compliance with RCWs and King County Code.
  15. **Documented procurement process training:** DCHS should create training modules for the Department's overall procurement process, tailored to the appropriate audience, including, but not limited to, Department staff, review panels and potential RFP respondents. Each of these should be written documents that are updated regularly with routine feedback.

## **II. Background**

As part of the 2012 Adopted Budget, a proviso and expenditure restriction were included in the Office of Performance, Strategy and Budget's (PSB) budget. In addition, and an expenditure restriction was included in the Department of Community and Human Services (DCHS) budget. The proviso in Ordinance 17232, Section 20, Proviso Code P5 for PSB is written as follows:

Of this appropriation, \$150,000 shall not be expended or encumbered until the executive transmits a report and a motion that acknowledges receipt of the report that references the proviso's ordinance, section and number and the motion is adopted by the council.

The report on the department of community and human services request for proposal and contract services processes shall be prepared by the office of performance, strategy and budget, in collaboration with the procurement and contracts section of the department of executive services. The report shall include an expert consultant's review, evaluation and recommendations on the request for proposal service contracting processes used in the department of community and human services. The report shall include, but not be limited to, a review of and make recommendations on: 1) all phases of the department's request for proposal process including presolicitation needs assessment, establishment of criteria, response review, selection and award processes and award notification; 2) oversight, management, reporting and training on request for proposal processes and outcomes; 3) consistency of the department's request for proposal processes and awards with the county's funding, population, service needs and or geographic priorities, as required by the request for proposals or otherwise by legislation; and 4) the department's utilization of request for proposal and contracting best practices. The report shall also review and make recommendations for the department's request for proposals processes to ensure that all parts of the county are equitably served and that contract resources are distributed based on need.

The executive must transmit the report and motion required by this proviso by August 15, 2012, filed in the form of a paper original and an electronic copy with the clerk of the council, who shall retain the original and provide an electronic copy to all councilmembers and the lead staff for the budget and fiscal management and law, justice, health and human services committees or their successors.

### **III. Approach**

This section describes the overall strategy and approach that DCHS, PSB, PCSS and the independent consultant took to respond to Council's proviso. Each sub-item within this section ties directly to one or more documents contained in the appendices.

#### **A. RFP Inventory and Categorization**

DCHS currently has an annual budget of approximately \$340 million, not including the Office of Public Defense (OPD). This report did not include any review or analysis of procurement related to OPD.

More than 80 percent of DCHS' funding is contracted for services delivered by outside organizations, most of which are multi-year contracts. On average, DCHS lets out about 8 percent of its total annual budget through open, competitive processes. These processes include many different solicitations, such as:

- Letter of Interest/Intent (LOI);
- Request for Interest (RFI);
- Solicitation of Interest (SOI);
- Request for Applications (RFA);
- Request for Qualifications (RFQ);
- Request for Proposals (RFP); and
- other, similar procurement processes.

For the purposes of this report, all of these processes will be referred to as "RFPs".

Appendix A is an inventory of all RFPs that DCHS has published since 2008. The appendix lists 56 RFPs, totaling more than \$149 million in funded services with over 700 awards. These compiled RFPs serve as the foundation for the review and analysis for this proviso response. In gathering this data, DCHS found that most of its RFPs had different requirements and considerations for solicitation. These differences included types of services to be provided, funding requirements and/or restrictions (often defined by state and federal government entities), specific partnership agreements with other funders, magnitude of funding, client needs, and expertise required by the service provider.

Although there appeared to be a broad spectrum of different RFP types, there were common elements among some of them that allowed for partial, comparative review either across the entire set of RFPs, or within groups of similar types of services. For the purposes of this proviso report, DCHS identified nine RFPs that represented the main archetypes of RFPs within the Department, including:

1. Mental Health, Chemical Abuse and Dependency Services Division (MHCADSD) General RFP.
2. Developmental Disabilities Division (DDD) Cross-County Collaboration Expansion RFP;
3. Community Development Block Grant (CDBG) RFP in the Community Services Division (CSD);

4. Combined Funders Capital Application for Multifamily Housing in CSD;
5. Combined Funding for Services, Operating and Rental Assistance for Time Limited Housing (Shelters, Transitional and Emergency Assistance) in CSD;
6. Combined Funding for Services, Operating and Rental Assistance for Non-Time Limited (Permanent) Housing in CSD;
7. Developmental Disabilities Employment, Community Access and Early Intervention Services in DDD;
8. King County Housing Finance Program Homeownership Application in CSD; and
9. Metro Bus Ticket RFP in CSD.

To help facilitate easier analysis, DCHS staff wrote a summary document for each of these archetypical RFPs, which explains the background and funding source of the RFP, as well as the development, release, submission, review and award steps within the RFP's process.

Appendix B contains the compiled summaries for each of the nine RFP archetypes.

## **B. Other Jurisdiction and Funder Survey**

One evaluation step that DCHS undertook was to survey what other government agencies and service funder organizations in the region did for their procurement processes. DCHS asked 47 human services providers/funders in the region to participate in the survey. The Department received 18 responses, an approximate 38 percent response rate, and all except one response were from other government jurisdictions.

Similar to DCHS, the respondents to this survey used a variety of types of RFPs, funding sources, RFP process steps and uses of review panels. There were, however, a few common and helpful observations from the respondents, including:

- Most only let out between zero and two RFPs each year;
- The average dollar amount released for RFPs was approximately between \$100,000 and \$500,000, but did range from tens of thousands of dollars to a few million;
- Most have RFPs open for more than one month for bidders to respond;
- All except one respondent have a bidders conference or formal Q&A process;
- Many conduct their review period for more than four weeks;
- Most have a formal training workshop or orientation meeting for reviewers to understand their role, the process and criteria for reading RFPs; and
- Nearly all seem to follow a process where reviewers meet to discuss scoring differences with each other and reconcile differences together before advancing a recommended funding list to the deciding body.

Appendix C includes the survey, a results report, and a brief evaluation document of the results from DCHS staff.



### **C. Current, DCHS Contractor Survey**

Simultaneous to the other jurisdiction/funder survey, DCHS also developed a survey to solicit feedback and ideas from its list of current contractors. The online survey was sent to over 300 people representing 156 different service providing organizations; some organizations had multiple staff receiving the survey due to multiple contracts and/or service delivery managers within their same organization. DCHS received 87 responses to the survey representing 72 different agencies, which is a response rate of approximately 46 percent of current DCHS contracting organizations.

These survey responses also had many different points of view, which is likely due to the broad array of service organizations representing many different service programs and areas of human service delivery. Although the feedback varied, there were some common themes, including:

- An overwhelming majority of respondents prefer email notification of RFP opportunities;
- Many would like technical assistance prior to an RFP's release;
- Most think the current, required application length (in pages) is the right length, neither too long nor too short;
- Many like submitting responses via email, such as a signed PDF file;
- Most do not see barriers to participating in an online process;
- Many believe the bidders' conferences are valuable to helping their application; and
- Most believe that DCHS should assign more points (weighted evaluation criteria) to a bidder's ability to exhibit cultural competency for the population to be served.

Appendix D includes the survey, a results report, and a brief evaluation document of the results from DCHS staff.

### **D. DCHS Employee Focus Group**

In addition to the two online surveys, DCHS conducted an employee focus group discussion to solicit observations and feedback from staff who work on or around the DCHS procurement/RFP processes within the Department. The focus group meeting opened with a general feedback discussion, and then walked through a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.

One major topic of discussion was how and when DCHS used PCSS for its procurement processes. Because of the complexity of some of its RFPs, staff believed that it would be prohibitively difficult for an outside entity like PCSS to provide the full array of procurement services and process management. While DCHS staff did see the value of PCSS' independent point of view staff felt that the Department should continue to manage most of its RFPs that are human service focused. This focus group identified some areas where it could use PCSS services more than it currently does, including organization and release of Q&A information for RFPs, organizing bidders' conferences, processing award

letters/notification, and other possible steps within the RFP process, although some had concerns about the additional time and delays that would be added to the process.

Some other highlight observations shared by the participants, included:

- DCHS should explore moving its RFPs to web-based tools and processes;
- The Department is successful at coordinating and combining many different funding sources with sometimes different funding restrictions and/or regulations;
- Pre-application meetings are helpful in many ways to both vendors/bidders and to DCHS staff;
- Some RFPs within the Community Services Division are very large and difficult to staff with reviewers; and
- DCHS staff perceives that sometimes unsuccessful bidders attempt to go to the Executive's Office and/or Council to secure direct funding after the RFP closes, which could negatively affect the integrity and undermine the purpose of the RFP process.

Appendix E is a summary of the focus group meeting notes and the SWOT feedback tables.

### **E. Departmental Lean Event on Contracting Process**

In 2011, DCHS identified some inefficiencies within its contracting process, and submitted to the Executive Office a proposal for holding a Lean process improvement event. After review and approval by the Executive, DCHS received consultant resources and held the event from March 5<sup>th</sup> through March 9<sup>th</sup>. A workgroup of DCHS staff spent the week mapping out its current contract processes, identified inefficiencies and then designed a new process map.

This Lean event focused on how DCHS initiates, develops and finalizes contracting documents after an award has been made through an RFP or related process. There were, however, some general suggestions noted from the event that could be useful to consider for DCHS' RFP process. A sample of these included:

- Communicate, share and collaborate on common process steps and practices across DCHS programs, sections, divisions and the entire Department;
- Illustrate/document entire process flow from beginning to end;
- Use electronic resources (databases, SharePoint, online tools) to improve production and management of processes;
- Develop some standard and consistent templates across DCHS, even if the templates only apply to portions of some processes; and
- Clarify rules, procedures, criteria and policies for processes.

Appendix F includes the charter for the Lean event, the Lean report out presentation and the 90-day implementation progress report.

## **F. Independent Consultant Report**

The core of this report is the independent consultant review, analysis and concluding report on DCHS' RFP processes. PSB contracted with the firm Strategica, Inc., a local consulting group which has government procurement process experience, including a procurement process reform study and recommendations for King County's PCSS group within the Department of Executive Services (DES). Strategica also included a partner that had human services program evaluation experience both in the public and private sectors.

Strategica, framed its findings and recommendations according to two scoping questions that summarized the objectives of the RFP and the proviso.

**1. Are DCHS procurements set up to promote integrity, transparency and best value?**

The majority of procurements examined were calls for grant funded projects rather than for the acquisition of specific services. In general, the requests for proposals are well written and incorporate most of the PCSS standards and Best Management Practices.

**2. Are service priorities and specifications clearly documented in DCHS scopes of work and criteria?**

Scopes of work and grant requirements used in procurements sometimes do not state policy preferences such as cultural competency and geographic concentration. DCHS policy documents should be updated to reflect these policy preferences and used for scopes of work and grant requirements.

Appendix G is the independent consultant's report, which includes many appendices of its own that are listed alphabetically at the end of its report.

## **G. PCSS Report**

As part of the proviso direction, the Procurement and Contract Services Section (PCSS) within DES discussed with PSB and Strategica, the solicitation processes that PCSS currently conducts on behalf of DCHS. In some cases, PCSS provides procurement assistance on DCHS RFPs, in other cases PCSS conducts the full procurement work for DCHS. There are also some DCHS RFPs where PCSS does not assist in any way other than as an ad-hoc consultant and process guide.

PCSS provided a brief report to this larger PSB proviso response, which describes its work with DCHS, and specific thoughts on the independent consultant report findings and recommendations. In particular, PCSS concurred with Strategica's findings and recommendations, while noting the need to have clearly defined criteria supporting the decision of which agency has the lead on various procurement solicitations.

Appendix H is the PCSS report. It explains PCSS' work with DCHS on the Department's RFPs and then focuses primarily on further comments related to the independent consultant report.

## **IV. Results and Findings**

Overall, DCHS' procurement processes work well, especially given the complexities of its many service and program objectives. The Department's RFPs follow King County procurement rules and best practices, and do not have any significant errors. Both the independent consultant's review and PCSS' experience with DCHS' RFP processes indicate that most of the Department's RFPs have the appropriate documentation and process steps, and generally have good management practices expected for a King County procurement process.

DCHS has been successful in completing 56 RFP processes since 2008, totaling approximately \$149 million with 702 different contract awards. Department staff works diligently to assure that the many and disparate funding requirements, service goals, proposal criteria and vendor qualifications are carefully reviewed as part of the RFP selection process. In some cases, DCHS must manage partner requirements for funding and service program design, which can differ from King County practices and results in additional work and management.

Although DCHS generally performs well in conducting its RFP processes, there are three, main areas where DCHS could make improvements, including:

- A.** more consistency and standardization of its many RFPs across all divisions of the Department;
- B.** more documentation of RFP processes and overall procurement management; and
- C.** more clarity about policy goals, administrative direction and service criteria.

### **A. Consistency and Standardization**

DCHS programs and services cover many different human service areas that are often specialized and independent from other programs and services within the Department. While this specialization is a benefit to the clients and customers of King County it has created independent teams of DCHS staff that conduct procurements separate from other, sometime similar, programs within the Department. This has resulted in many procurement inconsistencies in documentation, communication and management practices of the Department's RFPs.

An example of this is the result of DCHS' attempt to create categories of RFPs within the Department, which produced nine archetypical RFPs rather than categories. One of the four divisions within DCHS divisions did have generalized RFP templates and a generalized RFP summary. Finding consistency and standardization in DCHS' procurement processes was difficult for the proviso workgroup.

### **B. Documentation of RFP Management**

Another challenge observed during the development of this report was finding process instructions, guidelines and other reference material in DCHS procurement management. While DCHS' actual RFP documents are consistent and follow PCSS standards and

requirements for procurement practices, the Department's own, internal documentation for creating and managing RFP processes was either not available or difficult to find.

The proviso workgroup found very few process maps, organization flowcharts, instruction documents or process checklists. One of the four divisions within DCHS did have some procurement management materials, which included a decision model paper designed to help determine the need for when to use an RFP process for delivering services. The Department management, procurement staff, review panel member and RFP participants would benefit from DCHS having more procurement management documentation.

### **C. Clearer Policy Goals, Administrative Direction and Service Criteria**

A third area where DCHS could improve its procurement processes is in clearly identifying and defining the policy goals, administrative direction and service criteria for each RFP. Many of the RFPs reviewed during this proviso response work lacked clarity about the policy directions and policy source for a given service or program being solicited. Each procurement process should identify and explain its connections to guiding policy sources such as the King County Strategic Plan, service improvement plans, human services framework policies, and/or other County policies.

In addition, DCHS procurements would benefit in having more clarity regarding RFP administrative direction and special criteria when this is expected and known by the Department, especially for considerations such as:

- business preferences (Women and Minority Owned Businesses, small businesses, new vendors, etc.);
- geographic prioritization (i.e., "contract awards will be 60 percent in area X, 30 percent in area Y, and the remainder in either area Z or K" );
- minimum service presence (i.e., "there must be at least one vendor for this service in South King County"); and
- population preference (racial, ethnic, immigrant, etc.).

Having this clearly documented from the beginning of the solicitation (pre-application meetings, etc.) and consistently stated throughout the procurement process will help DCHS avoid concerns and questions from all parties.

## V. Recommendations

PSB and DCHS, in consultation with PCSS, are developing a plan of action in response to these recommendations.

### A. Independent Consultant Recommendations

The independent consultant, Strategica, conducted a thorough review of DCHS RFP processes. The following is the list of recommendations originally stated in the consultant's report, which can be found in Appendix G.

1. **Transparency in the Evaluation:** The Department needs to be more specific in the published evaluation criteria. Giving the potential proposers more information on how their proposals will be evaluated will educate the proposer community and result in better proposals and ultimately in better value for the Department.
2. **Vendor Expertise and Financial Capacity:** All procurements should request sufficient information about the proposer to determine whether they have the expertise and the financial capacity to perform the requested services proposed.
3. **Specificity in services to be performed:** The Department should be more specific about the outcomes they are seeking from projects they fund.
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6. **Protest or Appeal instructions:** Each procurement should include a statement about unsuccessful applicants' rights of appeal or protest, including the deadline and process for filing an appeal or protest.
7. **Consensus Evaluation Scoring:** Where possible, the Department should consider using consensus scoring (meeting as a group to score the proposals) rather than individual scoring with meetings to resolve differences. Consensus scoring promotes equity in the process.
8. **Online scoring tools:** Online scoring tools should be used in the review and evaluation of proposals and grant applications to document scores and ranking decisions. This will improve accuracy, ease of use and transparency.
9. **References to policy sources:** DCHS managers should refer to King County and/or DCHS policy documents when developing a scope of work for a sole source contract, competitive procurement or a grant. In addition, these documents should be referenced by King County representatives at any funders meeting convened to formulate the terms of a scope of work or grant application. Finally, scopes of work, sole source agreements and grant applications should contain references to King County and/or DCHS policy documents.

## **B. Executive Recommendations (DCHS, PCSS and PSB)**

In addition to the independent consultant recommendations above, PSB suggests the following to help improve DCHS' procurement processes. Some of these are expansions upon a few of the consultant's recommendations.

10. **Standardized RFP documents and processes:** DCHS should identify and document standard templates, process steps, language, formatting, contractual requirements and other procurement aspects across the whole Department. Most RFPs will have different and unique needs, but even creating consistent portions of documents and selected process steps would help better organize DCHS' RFP processes.
11. **Migrate to web-based procurement:** Many sources of feedback in this report development have suggested DCHS consider conducting its full RFP process via an Internet site and related web tools. This could help improve DCHS' administration, documentation, evaluation, internal and external communication, process transparency, reporting and other procurement aspects. United Way of King County was mentioned multiple times as an organization with a well developed online process and presence.
12. **Routine feedback and follow up:** Key stages within the RFP process should have a feedback process. This would be explicit invitations for the relevant customers (Department staff, review panels, bidders, awardees, etc.) to provide observations, questions and concerns about their experiences. The feedback should then be summarized for RFP staff to discuss and decide where to make improvements.
13. **Lean process improvements:** DCHS procurement staff should review the findings from the contracting Lean event, and consider what would benefit the Department's RFP processes. Some common areas for improvement could include standard templates, shortening process flow/timeline, electronic tools for tracking and management of process, share and collaborate across sections/programs/divisions, and cross-training staff for back up resources.
14. **Utilization of PCSS services:** DCHS should develop and document criteria, policies, process checklists and allowed exceptions to use for deciding when to use King County PCSS services. Although some groups in DCHS do use PCSS, there are no consistent or clear rules whether and when to use PCSS. Finally, PCSS should review the criteria developed to assure compliance with RCWs and King County Code.
15. **Documented procurement process training:** DCHS should create training modules for the Department's overall procurement process, tailored to the appropriate audience, including, but not limited to, Department staff, review panels and potential RFP respondents. Each of these should be written documents that are updated regularly with routine feedback.

## VI. Appendices

- A. DCHS RFPs since 2008
- B. *Nine major/archetypical DCHS RFP summaries*
  - 1. Bus Ticket RFP for Metro (CSD)
  - 2. Solicitation of Interest for Cross-County Collaboration (C3) Expansion (DDD)
  - 3. Community Development (CSD)
  - 4. Combined Funders Capital Application for Multifamily Housing (CSD)
  - 5. Combined Funders for Services, Operating and Rental Assistance for Non-Time Limited (Permanent) Housing (CSD)
  - 6. Combined Funding for Services, Operating and Rental Assistance for Time Limited Housing (Shelters, Transitional and Emergency Assistance) (CSD)
  - 7. Employment, Community Access and Early Intervention Services (DDD)
  - 8. King County Housing Finance Program Homeownership Application (CSD)
  - 9. MHCADSD RFP Process (Generic Process for all MHCADSD RFPs)
- C. *Other jurisdiction/funder survey documents*
  - 1. Other Jurisdiction/Organization RFP Survey
  - 2. Other Jurisdiction Survey Blank
  - 3. Other Jurisdiction Survey Results
- D. *Current, DCHS contractor survey documents*
  - 1. RFP Contractor Survey
  - 2. Contractor Survey Blank
  - 3. Contractor Survey Results
- E. *Employee focus group SWOT summary*
  - 1. DCHS Focus Group on RFP Process
  - 2. Participant Summary Notes
- F. *DCHS contracting Lean event documents*
  - 1. DRAFT Kaizen Event Charter
  - 2. CSD Lean Project 90-Day Implementation Report Out
  - 3. CSD New Lean Contracting Process
  - 4. Lean Contracting Process Risks and Benefits
- G. Review, Evaluation and Recommendations Related to Solicitation and Contracting Processes-Strategica (Independent consultant report)
- H. PCSS report



**DCHS RFPs since 2008**

<b>Year</b>	<b>Division</b>	<b>Section/Name of RFP</b>	<b>Description</b>	<b>\$ Value</b>	<b># of Awards</b>
2008	CSD	CSO - Senior Center Program	The reduced funding available from the previous year for the Older Adults program was focused on serving King County residents, aged 55 years and older, who live in the unincorporated or rural areas of the County.	\$ 300,000	8
	CSD	CSO - Juvenile Justice	The reduced funding for the Juvenile Justice program from the previous year focused on intervention services for youth in the system (\$652,907), with a smaller amount provided for prevention services for youth at risk of becoming involved (\$171,250). \$93,843 was reserved to be awarded at a later date to serve underserved youth of color (RFP never released).	\$ 918,000	5
	CSD	HCD- HHP Employment Linked to Housing and Supportive Services	Employment and support services for very low-income individuals with barriers to stable employment and housing; Human Services Levy	\$ 3,715,000	7
	CSD	HCD - HHP Employment Linked to Housing and Supportive Services: Veterans	Employment and support services for very low-income veterans and family members with barriers to stable employment and housing; Veterans Levy contracts only; amount reflects a 4-year period.	\$ 835,000	2
	CSD	HCD - HHP Reduced Fare Human Service Bus Ticket (split w/ City of Seattle)	Reduced fare bus tickets for homeless and/or low income individuals in Seattle/ King County (this amount represents only the county's portion)	\$ 937,500	76
	CSD	HCD - HHP Combined RFP for Services, Operating and Rental Assistance in Non Time-limited Housing	Services, Operating and Rental Assistance linked to units of non time-limited/ permanent housing for homeless. RFP coordinates resources through a single RFP for up to 6 different local funders and up to 8 different fund sources.	\$ 9,513,500	11
	CSD	HCD - HHP Rapid Re Housing for Homeless Families	Rental Assistance and Services to move families quickly from shelter to permanent housing (for three years)	\$ 1,800,000	2
	CSD	HCD - Housing Finance Program	Federal and local housing capital funds for affordable rental and ownership housing	\$ 21,439,000	15
	CSD	HCD-CD/CDBG Capital Non-Housing	Capital funds for: community facilities; public improvements; parks and other needs, such as minor home repair, and economic development activities consistent with the Consolidated H&CD Plan for 2005-2009 and federal CDBG regulations.	\$ 2,000,000	10
		<b>Subtotal CSD</b>		<b>\$ 41,458,000</b>	<b>136</b>
	MHCADSD	FISH	Forensic Intensive Supportive Housing Program address the needs of people with high utilization of the criminal justice system	\$ 700,000	1
	MHCADSD	Consumer Driven	Small one time funds to implement consumer identified services--typically trainings & computer lab equip.	\$ 15,000	3
		<b>Subtotal MHCADSD</b>		<b>\$ 715,000</b>	<b>4</b>
		<b>Total 2008</b>		<b>\$ 42,173,000</b>	<b>140</b>
2009	CSD	EER - Brownfields	Funds for training on the handling and removal of hazardous substances, which includes training for sampling, analysis and site remediation	\$ 200,000	
	CSD	Vets/VHSL - Veterans Phone Resource	Contract with one agency to design and implement a dedicated information and referral phone service specifically for veterans, other military personnel and their families regarding vet benefits, housing, health and other services, as well as follow up with callers to find out if additional help was needed.	\$ 200,000	1
	CSD	Vets/VHSL - Outreach to Women Veterans & Veterans of Color	Outreach services to women veterans, veterans of color, and their family members in order to connect them to the benefits, services and resources available to them.	\$ 612,000	3
	CSD	HCD - HHP King County Rapid Re-Housing Program for Homeless Households without Children	RFQ for HPRP stimulus funds; funding reflects a 3-year period.	\$ 1,200,000	1

CSD	HCD - HHP Reduced Fare Human Service Bus Ticket (split w/ City of Seattle)	Reduced fare bus tickets for homeless and/or low income individuals in Seattle/ King County (this amount represents the county's portion)	\$ 937,500	81
CSD	HCD - HHP Combined RFP for Services, Operating and Rental Assistance in Non Time-limited Housing	Services, Operating and Rental Assistance linked to units of non time-limited/ permanent housing for homeless. RFP coordinates resources through a single RFP for up to 6 different local funders and up to 8 different fund sources.	\$ 18,500,000	17
CSD	HCD - HHP THOR, RHAP O&M, Human Services Chriminal Justice Family Support	Services, operating support and rental assistance linked to time-limited housing from three county funding sources 2009 -2011	\$ 4,300,000	19
CSD	HCD-CD/CDBG Capital Non-Housing	Capital funds for: community facilities; public improvements; parks and other needs, such as minor home repair, and economic development activities consistent with the Consolidated H&CD Plan for 2005-2009 and federal CDBG regulations.	\$ 1,601,751	11
CSD	HCD - Housing Finance Program	Federal and local housing capital funds for affordable rental and ownership housing	\$ 9,178,870	11
Subtotal CSD			<u>\$ 36,730,121</u>	<u>144</u>
DDD	School to Work	Request for Qualifications issued to select one agency to provide an employment specialist position dedicated to working with students with developmental disabilities ages 18-21 who are identified by the Bellevue School District for participation in an off-campus transition program.	\$ 65,000	1
DDD	School to Work	Request for Qualifications issued to select one agency to provide an employment specialist position dedicated to working with students with developmental disabilities ages 18-21 who are identified by the Highline School District for participation in the District's Community Based Services program.	\$ 65,000	1
DDD	School to Work	Request for Qualifications issued to select one agency to provide an employment specialist position dedicated to working with students with developmental disabilities ages 18-21 who are identified by the Lake Washington School District for participation in the District's Transition Academy.	\$ 65,000	1
DDD	Employment	Request for Qualifications issued for current and new agencies to provide employment services for people with developmental disabilities.	\$ -	30
Subtotal DDD			<u>\$ 195,000</u>	<u>33</u>
MHCADSD	Wraparound	Looking for agencies in each of 5 regions of the County to provide fidelity-based Wraparound services for multi-system involved children and their families.	\$ 4,350,000	5
MHCADSD	Wrap Training	Consultant contract to provide training in high fidelity Wraparound to the 5 agencies contracted with to provide Wraparound services for children and their families.	\$ 150,000	1
MHCADSD	MST	Seeking one agency to provide Multi-systemic Therapy an evidenced-based practice addressing the needs of juvenile justice involved youth.	\$ -	1
Subtotal MHCADSD			<u>\$ 4,500,000</u>	<u>7</u>
Total 2009			<u><u>\$ 41,425,121</u></u>	<u><u>184</u></u>
<b>2010</b>	CSD	HCD - HHP Reduced Fare Human Service Bus Ticket (split w/ City of Seattle)	\$ 1,171,875	76
	CSD	HCD - HHP Combined RFP for Services, Operating and Rental Assistance in Non Time-limited Housing	\$ 11,600,000	20
	CSD	HCD - HHP THOR Moving Beyond Transitional Housing	\$ 1,000,000	11
	CSD	HCD-CD/CDBG Capital Non-Housing	\$ 2,069,137	13

CSD	HCD - Housing Finance Program	Federal and local housing capital funds for affordable rental and ownership housing	\$ 9,738,090	14
		Subtotal CSD	\$ 25,579,102	134
DDD	School to Work	Request for Qualifications issued to select up to two agencies to provide one or two employment specialist(s) dedicated to working with students with developmental disabilities ages 18 to 21 who are identified by the Kent School District for participation in the District's Transition Outreach Program.	\$ 120,000	1
DDD	School to Work	Request for Qualifications issued to select one agency to provide an employment specialist position dedicated to working with students with developmental disabilities ages 18-21 who are identified by the Shoreline School District for participation in an off-campus transition program.	\$ 54,000	1
DDD	School to Work	Request for Qualifications to select one agency to provide an employment specialist dedicated to working with students with developmental disabilities ages 18 to 21 who are identified by the Riverview and Snoqualmie School Districts for participation in each District's Transition Program.	\$ 65,000	1
DDD	Cross-County Collaboration (C-3) Project	Solicitation of Interest issued for current contracted employment providers to participate in the C-3 project, which was a partnership among State Division of Vocational Rehabilitation, King and Snohomish Counties to assist individuals with significant developmental disabilities to obtain employment.	\$ 157,500	8
DDD	Partners for Work Rotary Project	RFP issued to select one agency to partner with Rotary District 5030 to promote the district project "Partners for Work" to all 55 member clubs, especially those that reside within King County and generate employment opportunities for people with developmental disabilities.	\$ 100,000	1
		Subtotal DDD	\$ 496,500	12
MHCADSD	Trauma Informed Care	Seeking agencies to pilot a trauma informed care strategy with at least one of the treatment team's consumers.	\$ 410,000	3
MHCADSD	Mental Health Court	Seeking an agency to provide a Clinical Services Team, consisting of Mental Health Professional liaison staff and forensic peer staff to the King County Regional Mental Health Court collaborative court team.	\$ 350,000	1
MHCADSD	Crisis Diversion	Seeking one or two agencies to provide a behavioral health crisis diversion facility (Triage Center) and a mobile crisis team,	\$ 4,850,000	1
MHCADSD	FSO	Seeking one Family/consumer run organization to provide peer support to families navigating treatment, justice and child welfare systems.	\$ 370,000	0
MHCADSD	School Based	Up to 19 schools, school districts, or community-based organizations in partnership to provide a continuum of mental health and substance abuse services in schools, with a focus on those youth identified as most at risk for dropping out of school and becoming involved in the juvenile justice system	\$ 1,235,000	13
MHCADSD	Consumer Drive	Small one time funds to implement consumer identified services--typically trainings & computer lab equip.	\$ 15,000	3
MHCADSD	JJAT	Seeking up to 2 agencies to provide chemical dependency professionals and mental health professionals to provide assessments for youth in the juvenile justice system.	\$ 140,000	2
MHCADSD	CDP Training	Seeking an training consultant to provide training for our Chemical Dependency System on Motivational Interviewing and Clinical Supervision.	\$ 50,000	1
		Subtotal MHCADSD	\$ 7,420,000	24
		Total 2010	\$ 33,495,602	170
2011 CSD	HCD - HHP King County: Housing and Essential Needs (HEN) Program	RFQ for State Commerce HEN funds; rent/utility assistance for at-risk and homeless individuals; reflects a 2-year period; no applications submitted and re-released (below).	\$ 1,225,000	0

CSD	HCD - HHP Housing and Essential Needs (HEN) Program: Homelessness Prevention / Housing Retention	RFQ for State Commerce HEN funds; reflects a 2-year period; two applications received.	\$ 700,000	1
CSD	HCD - HHP Reduced Fare Human Service Bus Ticket (split w/ City of Seattle)	Reduced fare bus tickets for homeless and/or low income individuals in Seattle/ King County (this amount represents the county's portion)	\$ 1,171,875	76
CSD	HCD - HHP Combined RFP for Services, Operating and Rental Assistance in Non Time-limited Housing	Services, Operating and Rental Assistance linked to units of non time-limited/ permanent housing for homeless. RFP coordinates resources through a single RFP for up to 6 different local funders and up to 8 different fund sources.	\$ 13,100,000	13
CSD	HCD -HHP RFP for Time-limited Housing and Emergency Services	Services, operating support for emergency shelters and transitional housing programs; transitional rental assistance; and emergency assistance programs.	\$ 3,900,000	84
CSD	HCD-CD/CDBG Capital Non-Housing	Capital funds for: community facilities; public improvements; parks and other needs, such as minor home repair, and economic development activities consistent with the Consolidated H&CD Plan for 2010-2012 and federal CDBG regulations.	\$ 1,585,638	11
CSD	HCD - Housing Finance Program	Federal and local housing capital funds for affordable rental and ownership housing	\$ 10,622,278	13
	Subtotal CSD		\$ 32,304,791	198
DDD	School to Work	Request for Qualifications issued to select one agency to provide an employment specialist position dedicated to working with students with developmental disabilities ages 18-21 who are identified by the Bellevue School District for participation in the District's Transition Services Center.	\$ 65,000	1
MHCADSD	Crisis Solutions Good Neighbor Agreement	Consultant contract to work with neighborhood associations surrounding the crisis diversion center to develop a Good Neighbor Agreement.	\$ 25,000	1
	Subtotal MHCADSD		\$ 25,000	1
	Total 2011		\$ 32,394,791	200
<b>2012 Year to Date</b>				
DDD	School to Work	Request for Qualifications to select one agency to provide an employment specialist position dedicated to working with students with developmental disabilities ages 18-21 who are identified by the Northshore School District for participation in the District's Adult Transition Program and the Pathways Program.	\$ 65,000	1
DDD	Cross-County Collaboration (C-3) Project	Solicitation of Interest issued for current contracted employment providers to expand the C-3 project, which is a partnership among State Division of Vocational Rehabilitation, King and Snohomish Counties to assist individuals with significant developmental disabilities to obtain employment.	\$ 157,500	7
	Subtotal DDD		\$ 222,500	8
	Total 2012 Year to Date		\$ 222,500	8
	<b>Grand Total</b>		<b>\$ 149,711,014</b>	<b>702</b>

## **Bus Ticket RFP for Metro (CSD)**

### **Background/Planning**

An annual RFP to provide subsidized bus tickets to eligible agencies to help meet the transportation needs of homeless and/or low income persons. Approved agencies are authorized to spend up to a specified amount for bus tickets, paying 20 percent of the ticket cost with the King County Metro Transit Division subsidizing the remaining 80 percent of the cost. The process is run together with the City of Seattle; the tickets are shared 50/50 between the city and the county.

### **Development/Initiation**

The RFP is drafted by Homeless Housing Program staff in CSD and includes the application, guidelines and a ticket use log.

King County Procurement does not get involved in the development of the RFP.

The RFP is announced by an email to previous applicants and other interested parties and also on the King County website.

### **Release Period/Submittal**

The RFP is open for at least one month, due in October of each year.

CSD staff answer questions by email and phone on the application materials.

Proposals are due at the CSD Office on the 5<sup>th</sup> Floor of the Chinook Building by 5pm on the due date. A submittal can be in hardcopy or email (with faxed signature page). Paper copies are date stamped with the time written in.

### **Review/Evaluation**

The evaluation panel is made up of King County and City of Seattle staff. There are up to four people on the panel, and they receive verbal instructions on the process.

No interviews are conducted during application review, but if reviewers have additional questions about an application, the applicants are contacted.

Scores are developed based on priorities and tracked on a spreadsheet. Each reviewer reads all the proposals for their region (city reviewers read city proposals and county reviewers read county proposals).

### **Award**

The award selection is based on priorities, although historically all who have applied that have met eligibility requirements have been funded. The DCHS Director makes the final decision about awards.

The winning bidders are notified by an award letter via certified mail from CSD program staff. The non-awardees, if any, are notified by letter via certified mail.

## **Solicitation of Interest for Cross-County Collaboration (C3) Expansion (DDD)**

### **Background/Planning**

Solicitation of Interest (SOI) done to expand the state Division of Vocational Rehabilitation (DVR) cross county collaboration project to serve additional individuals. This opportunity was dependent on DVR contributing the additional funding. It has been done twice in the past two years, but is dependent on DVR having funding.

Employment vendors had to be certified rehabilitation providers with DVR to participate in the project. KCDDD informed all eligible vendors of the opportunity.

### **Development/Initiation**

The SOI is drafted by a Program Manager in DDD and is announced through an email distribution list. King County Procurement does not get involved in the development of the SOI.

### **Release Period/Submittal**

The RFQ is open for 3 weeks. Vendors can submit questions to King County DDD.

Responses are submitted by fax or email to KC DDD.

### **Review/Evaluation**

Evaluation panel members are selected based on the agency they represent. This SOI had 5 panel members: 2 county staff, 1 DD board member, 1 DVR counselor, and 1 state DDD representative.

Panel members receive an orientation before the applications are reviewed. Members are given a rating sheet on which to document their scores. There is a reconciliation process to ensure scores are within reasonable range.

Interviews are not conducted. References are not applicable for this process.

### **Award**

Award selection is made based on the highest scoring application. Division management staff makes the final award decision.

The winning bidders are notified by email and phone. The non-awardees are notified by letter.

### **Example**

Name: C3 SOI

Year: 2012

Amount: \$194,000 from DVR and \$56,700 from county millage.

Number of applications received: 3

Number of awards: 7 agencies are participating in the project.

## Community Development (CSD)

### Background/Planning

An annual RFP for the Community Development Block Grant (CDBG). It is triggered by an annual entitlement formula allocation from the US Department of Housing and Urban Development. King County administers CDBG funds on behalf of the King County CDBG Consortium. The Consortium is established under Interlocal Cooperation Agreements (ICA) between the County and 33 cities and towns. A Joint Recommendations Committee (JRC) comprised of officials representing local government members of the Consortium is appointed annually by the Suburban Cities Association to advise the County Executive on CDBG funding and policy decisions.

### Development/Initiation

The RFP is drafted by the Community Development Coordinator in CSD and coordinated with established Consortium-city Work Groups for Funding Recommendations made to the JRC.

The RFP is made up of several parts:

- Pre-Application
- Standard Application Guidelines
- PART I - Agency Information
- PART II - Federal Requirements
- PARTS III through VII - Questions related to the specific category or type of project funds are being requested to address.

King County Procurement is not involved in developing the RFP.

### Release Period/Submittal

The Notice of Funding Availability (NOFA) and pre-application process is published in early March in The Seattle Times and placed on the HCD website. In addition an email notice is sent to all consortium city representatives, prior applicants, JRC membership and all agencies in CSD's contract database. Community Development staff call all city representatives as a reminder. The formal RFP is released in mid-April.

There is a pre-application process and workshops (15 scheduled) to assist CDBG applicants with the submission of their project proposals. Using the answers provided by applicants, we ensure that proposals contain all necessary information to qualify by the final application deadline. If the proposed project is ineligible under the CDBG Program guidelines, this screening prevents the applicant from spending time on an unnecessary final application. Pre-application training covers

- CDBG Requirements
- Who can apply
- Eligibility, National Objective

- Environmental Review
- Acquisition/Relocation (Uniform Relocation Act)
- Procurement
- Labor Standards
- Project Timelines/Milestones

The pre-application is available during the first week of March each year and closes at the end of the second week of April. The two page form provides agency contact information, project location, amount of anticipated funding request, identification of other potential funders of the project and a one page description of their proposed activity. The pre-application is mandatory in order to be eligible to submit a formal application.

In addition to the technical assistance provided during the pre-application time, we hold subject related technical assistance workshops (community facility, public infrastructure, parks, etc.) from the time the pre-app is submitted through to when the official application is due. We hold as many as necessary and also offer one-on-one technical assistance sessions.

The pre-application can be submitted via email, hard-copy or fax. A confirmation of receipt is sent electronically. The formal application is submitted via both hardcopy and by email by noon on the due date to the 5<sup>th</sup> floor of the Chinook Building. Applications are date-stamped and the time received is written in. The submitter receives a date-stamped copy of the signed title page as confirmation of receipt.

## Review/Evaluation

For the pre-application, the Project/Program Manager II completes initial review. The Community Development Coordinator reviews and responds to applicants.

For the formal application , there are three levels of review: 1) initial technical screening verifies all signatures are authorized, attachments are included, project is eligible and will serve a program required national objective; 2) Community Development Evaluation Team (made up of project managers, environmental specialist and coordinator) review proposals individually, tour project sites and then meet to discuss their evaluations then proceed to rate and rank the proposals; 3) CD Evaluation Team provides their evaluations/rankings to the Sub-region work groups made up of city representatives, and a final funding matrix is compiled for recommendation to the Joint Recommendations Committee for approval.

The Community Development Evaluation Team is currently four members made up of two project managers, an environmental specialist and a coordinator. They review proposals individually, tour project sites and then meet to discuss their evaluations then proceed to rate and rank the proposals. The CD Evaluation Team provides their evaluations/rankings to the Sub-region work groups made up of city representatives, (varies for each sub-region; 3-4 in the North/East; 5-8 in the South), and a final funding matrix is compiled for recommendation to the Joint Recommendations Committee for approval.



Evaluation members receive an overview of CDBG Program and King County policies regarding priorities for funding awards. The Sub-region members all receive electronic copies of the applications, evaluation criteria and opportunity to comment and ask questions throughout the process.

Interviews are not conducted, but a Public Forum is held wherein the applicants have 10 minutes to present and answer questions of the Sub-region panels allowing for direct communication between the applicant and the body that represents the consortium cities in fund recommendations.

All information submitted in the application is verified. The application asks for resumes, background and financial details that demonstrate the viability of the applicant to carry out a capital project.

The CD Evaluation Team have 'Evaluation Tools' for each project category (community facility, public infrastructure, etc.) that depict the rating criteria. Summary Sheets of each project are then provided to the Sub-region members that present CD Evaluation Team's combined assessment of the elements of the project. The elements are: project summary, benefit, readiness, service delivery, need, and budget presented for completion.

CD Evaluation tools are collected and combined into one master evaluation tool per project. Projects are placed in rank order in an excel matrix and provided with the Project Summary Documents presented to the Sub-region Work Groups for their resource and information in compiling their final recommendations to the Joint Recommendations Committee (JRC). Summary documents of each project are prepared for presentation to the JRC during the award recommendation process.

Each evaluator reads all proposals submitted, and meetings are held as often as it takes to come to consensus to funding recommendations to be made to the JRC.

## Award

CD Coordinator facilitates a meeting with the individual Sub-region Work Groups for the purpose of finalizing funding recommendations from each Sub-region. We meet as many times as necessary to come to a consensus on funding recommendations. If HCD Staff has a variance on recommendations due to their expertise in the program and project implementation, there is provision for separate recommendations to be presented to the JRC – one from HCD Staff and one from Sub-region Work Group(s). However, over the course of the last three years there has been no need to hold subsequent meetings for this purpose. In fact, for the last two years HCD Staff and Work Groups met directly after the public forum closed and recommendations were acted upon the same day as the public forum.

These recommendations are then presented to the JRC at a public meeting, in which the applicants are invited to attend. The JRC then acts on the recommendations to adopt/modify or deny and alter as they see fit. The ultimate decision lies with the County Executive as the responsible party for the CDBG entitlement but historically the selection has remained at the JRC level.

An official 'Award' letter is sent via certified mail to the signatory on the applicant with copies to agency staff.

An official 'Non-Award' letter is sent via certified mail to the signatory on the applicant with copies to agency staff. The Agency has 5 days from receipt of the letter to file an appeal if they feel the process has been compromised in some fashion.

### Example

Name: Community Development Block Grant Capital Funding

Year: 2011

Amount: \$1,585,638

Number of proposals received:

28 Pre-Applications – Total Request Indicated: \$5,429,856;

11 formal Applications - Total Request: \$1,842,568.

Number of awards: 11 awards

## **Combined Funders Capital Application for Multifamily Housing (CSD)**

### **Background/Planning**

An Annual RFP that provides capital funds for permanent, affordable housing combining multiple fund sources. It is governed by the Committee to End Homelessness (CEH) Ten Year Plan to End Homelessness, Veterans & Human Service Levy Service Improvement Plans, Council-adopted Consolidated Plan, and Council-adopted policies governing use of document recording fees.

The RFP is let annually and aligned with capital public funder timelines. The process is coordinated through the CEH Funders Group, and other local and state public funders.

### **Development/Initiation**

The RFP is drafted by staff from King County, City of Seattle, State of Washington, A Regional Coalition for Housing (ARCH), and Washington State Housing Finance Commission.

Pre-application meetings are held with potential applicants beginning in the spring to discuss proposals in order to allow time for developers to obtain site control and conduct some due diligence on a property before submission of a formal application for funding.

King County Procurement does not get involved in the development of the RFP.

The RFP is announced through the Combined Notice of Funding Availability (NOFA) in King County, a wide variety of email distribution lists (CEH, HDC, SKCCH, Consortium cities) and the DCHS website. The NOFA is typically announced in June of each year, with applications available in July.

### **Release Period/Submittal**

The RFP is open for at least one month, typically due in early September of each year. Technical assistance is provided one-on-one to applicants beginning with the pre-application meetings and continuing until formal submission of the application. Technical assistance is also provided at the conclusion of the application process for those applicants that were not successful.

Proposals are due at 4pm of the response date at the CSD Office on the 5<sup>th</sup> Floor of the Chinook Building. A submittal includes two complete paper copies as well as an electronic copy on CD. The application cover letter is date stamped, with the time received written in, and a copy is given to the individual delivering the application as a receipt.

### **Review/Evaluation**

The evaluation panel includes representatives from all the capital funders participating in the combined application, representative Consortium city staff from cities where projects are located, external financial experts, and internal County experts in populations proposed to be served by the housing.

Internally, there is a lead reviewer and a co-reviewer for each application. Most applications have an external financial reviewer, a County service expert reviewer, a consortium city reviewer (depending upon the location of projects), and a representative from the city of Seattle if the proposed project is

located in Seattle. An application can have up to 6 reviewers. External reviewers provide questions that come up from reviewing the application and comments on feasibility, viability, etc.

Reviewers are selected based upon experience in evaluating components of capital applications – i.e. service reviewers are experts in the populations being served by the proposed project, external financial reviewers are lenders with experience in real estate development. County staff in the Housing Finance Section are the core reviewers (lead and co-reviewer). Other County staff provide specific expertise on proposed services and population to be served. External city reviewers comment on proposed project locations and any perceived local issues/concerns.

The number of proposals each reviewer reads depends upon the total number of applications received. On average, lead staff review 3 - 4 applications and co-reviewers read 2 -3 applications.

No interviews are conducted during application review. We conduct pre-application meetings with applicants to discuss their projects and to provide technical assistance before submission of the formal application. Questions are compiled from all the application reviewers and these questions are emailed to applicants and answers must be submitted by a specified date. Sometimes the answers lead to more questions so this process can be iterative during the application review period.

The application provides information on capacity of the applicant, both financial and housing development experience, but independent references are not checked. The application contains financial audits and documentation of applicant experience. We do check compliance of the applicant on their existing portfolio of housing projects.

Applications are evaluated against a set of criteria which are listed in the Combined NOFA and include:

- magnitude of need and compatibility with fund priorities
- appropriateness of the site, structure, and program design for the proposed residents
- feasibility of project design and scope of work
- durability of the proposed project for the compliance period
- financial feasibility of the project
- capacity of the project sponsor and development team
- portfolio sustainability of sponsor
- cultural competency of applicant
- geographic distribution

Scores are documented by developing briefing papers that summarize each project and describe consistency with local plans, policies and outline feasibility issues.

HFP staff meet with service staff to discuss projects. Several meetings occur to solicit additional questions for applicants and in developing slate of recommendations.

During the review process, public funder staff from the city of Seattle, the State of Washington and ARCH meets to discuss issues related to applications for capital funds that have been submitted to each

of us. Funders coordinate in the review process to ensure that funding recommendations take into account all the available public resources.

### **Award**

A slate of recommendations is developed and supported with final briefing papers with proposed conditions in consultation with other public funders reviewing the same proposals. The slate is submitted to a consortium decision-making body called the Joint Recommendations Committee comprised of King county Department Directors and Consortium City Department managers. Different Consortium members have different voting rights depending upon the fund sources being recommended for particular projects.

The winning applicants are notified by an award letter from CSD program staff. The non-awardees are likewise notified by letter.

### **Example**

Name: King County Housing Finance Program Multi-Family Application Request for Proposals

Year: 2011

Amount: \$10+ million, from 6 different fund sources

Number of proposals received: 24

Number of awards: 13

## **Combined Funding for Services, Operating and Rental Assistance for Non-Time Limited (Permanent) Housing (CSD)**

### **Background/Planning**

Annual RFP that provides funds for operating and rental assistance for permanent, affordable housing. Funding is from many sources: Vets and Human Services Levy, Homeless Housing and Services Fund (HHSF) document Recording Fees, Mental Illness and Drug Dependency (MIDD), United Way of King County, City of Seattle Housing Levy O&M, Seattle Housing Authority Section 8 vouchers, King County Housing Authority Section 8, and Building Changes. It is governed by the Committee to End Homelessness in King County, Veterans and Human Services Levy SIP, Council Adopted Policies and Procedures for administering HHSF document recording fee funds, MIDD, Seattle Housing Levy, United Way of King County Campaign to End Chronic Homelessness, Seattle and King County Housing Authority Administrative policies.

### **Development/Initiation**

The RFP is coordinated and aligned through the Committee to End Homelessness (CEH) funders group and drafted by Homeless Housing Program staff in CSD. It is aligned with state and local timelines and includes as many as seven different fund sources for at least four other public/private funders (housing authorities, United Way, City of Seattle, Building Changes).

King County Procurement does not get involved in the development of the RFP.

The RFP is announced through the Combined Notice of Funding Availability (NOFA) in King County, a wide variety of email distribution lists (Committee to End Homelessness, Housing Development Consortium, Seattle/King County Coalition on Homelessness, Consortium cities) and the King County/ DCHS HCD website. The NOFA is typically announced in June of each year, with applications available in August.

### **Release Period/Submittal**

The RFP is open for at least one month, typically due in September of each year. There is an RFP bidders' conference, published Q & A document, and after awards are made agencies can meet with us to discuss their proposal. On Capital applications, we attend meetings with the capital funders to discuss proposed operating and service budgets and service models.

Technical assistance is provided through a Bidder's Conference/ Application Workshop and Questions and Answers regarding the application are posted on the King County HCD website. If agencies do not receive funding, they can receive feedback from staff on their proposal prior to the next application. In addition, for Capital projects applying for Services and Operating funds through this RFP (meaning they were already awarded City and County capital funds the previous year), are required to submit budgets to us prior to application and we meet with them to discuss their proposed operating and service budgets and services plan.

Proposals are due at the CSD Office on the 5<sup>th</sup> Floor of the Chinook Building. A submittal includes both a paper copy and an electronic copy via email. Paper copies are date stamped at reception, with the time received written in. Electronic copies are received and confirmed via email.

## Review/Evaluation

The review panel involves all of the funders participating in the combined application, community members from the Vets/ Human Services Levy Boards and the United Way of King County Impact Council, Committee to End Homeless staff, suburban city representatives, county and city of Seattle capital staff, and other county staff depending on expertise.

The size of the evaluation panel varies depending on the number of applications received. We ensure that each application is read and scored 3 to 4 times. We must have certain regional and funder representatives, which also determines the size of the panel. Reviewers receive a two hour training on the review materials: the scoring tool and a training packet.

Applications are read and scored at least 4 times. The total score creates the rank order (in order - highest to lowest). If there is a significant score spread among the reviewers, they are contacted and asked to look at the application and their score again to be sure that they didn't miss anything. They are allowed at this point to adjust their score, but not required to. Scores and reviewer comments are captured on individual scoring tools and then all of the scores are listed in an Excel spreadsheet.

No interviews are conducted during application review. If reviewers have additional questions about the applications, King County staff contact the agencies to get the information and then share it with all reviewers evaluating that proposal.

Once the rank order is complete, the reviewers meet for up to 4 hours to discuss the scores and potential issues with the highest ranked projects. Reviewers consider population and geographic distribution of funds during this discussion.

Each reviewer reads between 6 and 8 proposals.

## Award

A final rank order is approved by the review team and staff then allocate/match appropriate funding to the recommended projects. Once the recommendation and funding distribution is sorted out, the funders in charge of each fund source are presented the official rank order. The Funder Directors for each fund source approve the projects that their fund source(s) will go to.

The winning bidders are notified by an award letter via certified mail and a phone call from CSD program staff. The non-awardees are notified by letter via certified mail.

## **Combined Funding for Services, Operating and Rental Assistance for Time Limited Housing (Shelters, Transitional and Emergency Assistance) (CSD)**

### **Background/Planning**

A biannual RFP that provides funds for operating and rental assistance for temporary housing, including shelter and transitional housing and emergency assistance. Funding is from many sources, including: Regional Affordable Housing Program (RAHP), Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), and Consolidated Homeless Grant (CHG) (state and federal). It is governed by the federal department of Housing and Urban Development, CDBG, ESG, and interlocal agreements with consortium cities.

### **Development/Initiation**

The RFP is drafted by Homeless Housing Program staff in CSD and is based on state and federal requirements. It is a combination of at least three county fund sources through one application.

King County Procurement does not get involved in the development of the RFP.

There is a Bidder's Conference/ Application Workshop and questions and answers arising from the workshop regarding the application are posted on our website.

The RFP is announced through the Combined Notice of Funding Availability (NOFA) in King County, a wide variety of email distribution lists (Committee to End Homelessness (CEH), Housing Development Consortium, Seattle/King County Coalition on Homelessness, Consortium cities) and the DCHS website. The NOFA is typically announced in June (every other year), with applications available in July.

### **Release Period/Submittal**

The RFP is open for at least one month, typically due in early September. Technical assistance is provided through a bidders' conference and a published Q & A document. After awards are made agencies that did not receive funding can meet with us to receive feedback on their proposal prior to the next application.

Proposals are due at 4pm on the due date at the CSD Office on the 5<sup>th</sup> Floor of the Chinook Building. A submittal includes both a paper copy as well as an electronic copy via email. Paper copies are date stamped at reception, with the time received written in. Electronic copies are received and confirmed via email.

### **Review/Evaluation**

The review panel includes CEH staff, suburban city representatives, county staff, and community members without a conflict of interest.

Internally, there is a lead reviewer and a co-reviewer for each application. Most applications have an external financial reviewer, a County service reviewer, a consortium city reviewer (depending upon the



location of projects), and at least one reviewer from other public funders. An application can have up to 6 reviewers. External reviewers provide questions that come up from reviewing the application and comments on feasibility, viability, etc.

The size of the evaluation panel varies depending on the number of applications received. We ensure that each application is read and scored 3 to 4 times. We must have certain regional and funder representatives, which also determines the size of the panel. Reviewers receive a two hour training on the review materials: the scoring tool and a training packet.

Applications are read and scored at least 4 times. The total score creates the rank order (in order - highest to lowest). If there is a significant score spread among the reviewers, they are contacted and asked to look at the application and their score again to be sure that they didn't miss anything. They are allowed at this point to adjust their score, but not required to. Scores and reviewer comments are captured on individual scoring tools and then all of the scores are listed in an Excel spreadsheet.

No interviews are conducted during application review. If reviewers have additional questions about the applications, King County staff contact the agencies to get the information and then share it with all reviewers evaluating that proposal.

Once the rank order is complete, the reviewers meet for up to 4 hours to discuss the scores and potential issues with the highest ranked projects. Reviewers consider population and geographic distribution of funds during this discussion.

Each reviewer reads between 6 and 8 proposals.

## Award

A final rank order is approved by the review team and staff then allocate/match appropriate funding to the recommended projects. Once the recommendation and funding distribution is sorted out, the funders in charge of each fund source are presented the official rank order. The Funder Directors for each fund source approve the projects that their fund source(s) will go to.

The winning bidders are notified by an award letter via certified mail and a phone call from CSD program staff. The non-awardees are notified by letter via certified mail.

## Example

Name: Request for Proposals for Time Limited Housing and Emergency Services

Year: 2011

Amount: \$3.9 million

Number of proposals received: 110

## **Employment, Community Access and Early Intervention Services (DDD)**

### **Background/Planning**

A Request for Qualifications (RFQ) is done every four years for employment, community access and early intervention services. It is funded by the State Division of Developmental Disabilities (DDD). The State DDD contract requires counties to conduct an RFP/RFQ process for new providers for employment and day programs (including community access and early intervention) every four years. This requirement was added to the contract approximately 2 years ago (2009/2010).

### **Development/Initiation**

The RFQ is drafted by the Program Manager III staff for the appropriate program. The county contract boilerplate and program exhibits are included in RFQ.

King County Procurement does not get involved in the development of the RFP.

The RFQ is announced through the division website and email distribution to a broad audience.

### **Release Period/Submittal**

The RFQ is open for approximately 3 weeks. Vendors can submit questions via a website or email regarding the RFP/RFQ. Answers are distributed to a broad email distribution list.

Responses are submitted by fax, email or hardcopy. Hardcopy applications are date stamped when delivered.

### **Review/Evaluation**

Evaluation panel members are selected based on area of expertise as well as relevant division management staff. There are typically 5 people on a panel, made up of division staff, state DDD staff and King County DDD boardmembers.

Panel members receive an orientation from the lead RFP/RFQ staff member. Members are given rating sheets with criteria on which to document their scores. There is a reconciliation process to ensure scores are within reasonable range.

Interviews can be conducted depending on the solicitation. References are checked.

### **Award**

Award selection is typically made by the highest score on the rating sheet. Division management staff makes the final award decision.

The winning bidders are notified by an award letter and phone call from DDD program staff. The non-awardees are notified by letter.

### **Example**

Name: Employment RFQ

Year: 2009

Amount: \$0. This was just to ensure providers met our criteria to be an employment vendor.

Number of applications received: 37

Number of awards: 32

## **King County Housing Finance Program Homeownership Application (CSD)**

### **Background/Planning**

An annual RFP that provides funding to agencies that will create homeowners. It typically uses federal funds (HOME Investment Partnership Program funds) and Regional Affordable Housing Program (RAHP) funds. It is governed by the Council-adopted Consolidated Plan and Council-adopted policies governing use of document recording fees.

### **Development/Initiation**

The RFP is part of the Notice of Funding Availability (NOFA) and uses the State Homeownership Application. It includes the King County's Homeownership guidelines, the State Homeownership application, and an Excel workbook covering population served and proposed financing.

Pre-application meetings are held with potential applicants beginning in the spring to discuss proposals, address eligibility questions and provide technical assistance before a formal application is submitted.

King County Procurement does not get involved in the development of the RFP.

The RFP is announced through the Combined NOFA in King County, a wide variety of email distribution lists (Committee to End Homelessness, Housing Development Consortium, Seattle/King County Coalition on Homelessness, Consortium cities) and the King County DCHS website. The NOFA is typically announced in June of each year, with applications available in July.

### **Release Period/Submittal**

The RFP is open for at least one month and are typically due in early September of each year (same date as the multifamily capital applications).

Proposals are due at 4pm of the response date at the CSD Office on the 5<sup>th</sup> Floor of the Chinook Building. A submittal includes two complete paper copies as well as an electronic copy on CD. The application cover letter is date-stamped, with the time received written in, and a copy is given to individual delivering the application as a receipt.

### **Review/Evaluation**

The evaluation panel involves all the capital funders participating in the combined application, representative Consortium city staff from cities where projects are located, external financial experts in mortgage lending, and internal County experts in populations proposed to be served by the housing. We review the homeownership guidelines with all reviewers in advance of the application process.

There is a lead reviewer and a co-reviewer on each application. If the homeownership program/project has a specific geographic location, Consortium city staff participate in the review. Copies of the application are sent to external mortgage lenders for input on the proposed program design and budget.

The role of outside reviewers is to comment and generate questions which we will ask of applicants. No formal interviews are conducted during application review. We conduct pre-application meetings with applicants to discuss their proposed projects and provide technical assistance. Questions are compiled from all the reviewers and are emailed to applicants and sometimes the answers lead to more questions. This process is iterative during the application review period.

Applications are reviewed in terms of how the proposed program/project addresses County priorities; degree of leverage of other public and private resources; proportion of total units that are affordable and degree of affordability; and owner equity contributions. Scores are documented by developing briefing papers that summarize each project and describe consistency with local plans, policies and address any feasibility issues.

Briefing papers are developed that summarize each program/project and describe consistency with local plans, policies, and discuss feasibility issues.

HFP staff meet with Department of Commerce staff to discuss applications that have been submitted to both funders. Several meetings occur to solicit additional questions for applicant and to propose a slate of recommendations that match proposals to available fund sources.

The number of proposals each reviewer reads depends upon the total number submitted. On average, lead staff reviews 1-2 homeownership applications and co-reviewers read 1-2 applications.

## Award

A slate of recommendations is developed and supported with final briefing papers with proposed conditions. The slate is submitted to a consortium decision-making body called the Joint Recommendations Committee comprised of King county Department Directors and Consortium City Department managers. Different Consortium members have different voting rights depending upon the fund sources being recommended for particular projects.

The winning applicants are notified by an award letter from CSD program staff. The non-awardees are likewise notified by letter.

## Example

Name: King County Housing Finance Program Homeownership Application Request for Proposal

Year: 2011

Amount: No set-aside specifically for homeownership applications. Awards are from the \$10 mil capital funds available

Number of proposals received: 24 total capital applications (4 homeownership)

Number of awards: 2

## **MHCADSD RFP Process (Generic Process for all MHCADSD RFPs)**

### **Background/Planning**

Most of our programs are exempt due to their status as being a part of a Behavioral Health Managed Care Plan. Additionally, we do not use competitive solicitations when new funding has been provided for the expansion of an existing program. We also do not RFP projects where the funder has specified the provider.

An RFP is issued when funding is available for a new program not currently provided anywhere in the MHCADSD Provider Network system. It is only done when new funding is available, so rarely more often than every 5 years.

MHCADSD Management Team determines if an RFP needs to be done, and follow the MHCADSD Decision Model for RFPs/Competitive Bids. (Attached).

### **Development/Initiation**

The RFP is drafted by the Project/Program Manager III or IV staff who are the content experts related to the program being proposed. Included in the RFP are the county-required terms, including insurance requirements, Proposal Response Specifications, Scope of Work, Decision Criteria, Forms, etc.

MHCADSD works with King County Procurement to develop the RFP.

Some proposals are preceded by a training by content experts to any and all interested parties to assure that there is a good understanding of what MHCADSD is looking for. We provide PowerPoints and give people information about key informants from local or national perspective who are doing similar work. Sometimes, although not typically, there may be a request for a Letter of Interest to gain an understanding of whom the interested submitters are going to be.

KC Procurement announces the RFP on their standard day/time (typically Tuesdays or Thursdays). An announcement is sent out to an email list of stakeholders that MHCADSD identifies along with advertising in the local newspapers.

### **Release Period/Submittal**

RFPs are open for no less than 3 weeks, and usually 5-6 weeks.

There is routinely a bidders conference within 10 days of the RFP release and a question and answer period that is open for the duration of the time the RFP is out with the caveat that answers may not get to people timely if they ask questions in the last week the RFP is open.

A submittal includes at least one paper original document with "blue ink signatures" and a DVD with all of the proposal documents. The RFPs must be delivered to the King County Procurement

Office on the 3rd floor of the Chinook Building no later than 2:00 pm of the closing day. A time-stamped receipt is provided to the proposer by Procurement staff.

The proposals are subsequently publicly opened and announced at 3 pm on the day of receipt.

### **Review/Evaluation**

The evaluation panel is typically 5-9 people. We attempt to have internal content experts, as well as external content experts/stakeholders either from other County Divisions/Departments or people from the community. The staff person who has been responsible for managing the RFP Process is the facilitator of the review panel. Members of the Management Team recommend who should participate as panelists. The panelists receive detailed instructions as to their role and task. If there is a complex review process the panelists are brought together for a face-to-face training to assure that they will all approach the rating in a similar fashion.

The scoring form is developed by the content expert with not only the question that is being rated but scoring criteria that helps that rater understand what is a fully responsive answer, a partially responsive answer or a non-responsive answer. The goal is to foster inter-rater reliability.

Scores are documented by the panelists on the scoring sheet. The scores for each question for each proposal are recorded into a summary spreadsheet by the panel facilitator to aggregate and analyze the outcome of the panel process.

Typically reviewers read all proposals submitted. There are exceptions where there are multiple parts to a proposal and if that is the case reviewers are set up in content expert groups and read those parts of the proposals that they have most knowledge about. The panelists are responsible to review and score proposals and come to a face-to-face meeting where their findings are discussed and finalized.

When scores are too close to differentiate applicants there is an interview process that is also scored.

In addition, references are checked for most of the proposals we implement.

King County Procurement continues to be involved through the evaluation process.

### **Award**

Awards are made based on the proposal(s) that receive the highest score(s) on the combination of the RFP Response, the Interview, and the References. The Score Summary is then sent to Procurement for their review and if there are no concerns then they move forward with notification of Award.

Procurement sends a notification of Award to the successful proposer(s), notifying them that they have been selected to participate in negotiation for a contract. Likewise, Procurement sends notification to unsuccessful proposers.



**King County**

**MHCADSD**

**Decision Model**

**Determining the Need  
For  
Requests for Proposals/Competitive Procurement**

## **Principles of Purchasing**

King County will apply principles that promote effectiveness, accountability and social justice.

### ***Ethical Behavior and Conduct***

The objectives of ethical behavior and conduct are to insure that in its procurement activities, the County will:

- Behave with impartiality, fairness, independence, openness, integrity and professionalism in its dealings with suppliers;
- Advance the interests of the County in all transactions with suppliers;

### ***Open and effective competition***

The objectives of open and effective competition are:

- To instill confidence in the County and the public about the integrity and cost effectiveness of public sector procurement;
- To maximize the most economically beneficial outcome for the County;
- To ensure that all suppliers wishing to conduct business with the County are given a reasonable opportunity to do so; and
- To ensure that bid documents and contracts reflect the requirements and desired outcome of the County and that all participants are subject to equivalent terms, conditions and requirements.

Open and Effective Competition means:

- Procurement procedures and processes are visible to the County, suppliers, and the public;
- Suppliers have a real opportunity to do business with the County; and
- Competition is sought to provide value for money, to achieve the best possible return from County spend on goods and services;

## ***When is a Competitive Process to Secure a Contract Required?***

Purchases over \$2,499 for a single purchase of goods or services and/or purchases of over \$2,500 in a calendar year to a single vendor or provider require a contract. When the County initiates a contracting process the default procurement stance is that a competitive process to identify the vendor/provider must occur. A competitive bid process shall be utilized when:

- A. The County has new funding to purchase services(e.g. new grants, new levies, new allocations from funders);
- B. A new program/service is to be implemented;
- C. There is a change in requirements or regulations related to services/programs currently under contract with the County requiring a substantial revision in the scope of services; or
- D. The funder of programs/services requires competitive procurement process for new funds and/or ongoing funds at a specified frequency.

The following categories of purchases are exempt from the requirement of a competitive bid process:

- A. Purchases that are covered by a blanket contract entered into by King County Purchasing.
- B. Purchases of services where an there is an existing contract within the Division/Department that purchases the same scope of work:
  - 1. The purchase adds capacity to the program (e.g. purchases more program slots, or bed days); or
  - 2. The purchase expands the population to be served (without changing the scope of work);
- C. Purchases where there is only one source that can provide the scope of work (A Sole Source Waiver must be sought and authorized from King County Purchasing):
  - 1. The County has been told by a funder to hire a particular (sub)contractor; or
  - 2. There is only one expert/specialty organization in the region that can deliver the scope of work.

## **Methods Utilized for Competitive Bid Processes**

The competitive bid processes below are solicited by the County. The responses to these solicitations are evaluated against the County's criteria/requirements for the service/program and awards are made for responses that best meet the County's needs/specifications.

- 1. Requests for Proposals – Prospective bidders complete a proposal to provide services that includes details about: a) their experience providing similar service; b) details on how the agency meets required qualifications; c) a proposal for how the needed/required services will be provided; and d) a detailed expenditure budget.



2. Requests for Qualifications/Applications – Prospective bidders complete a response detailing their qualifications to provide the needed/required services according to the County specifications and funding.
3. Letters of Intent – A response to a request for a letter of intent that describes the responder's interest, qualifications, and a description of their plan to provide services according to the County's specifications and funding.

### ***Special Purchasing Issues***

Divisions/Departments have been delegated the authority to competitively procure and purchase services that are designed to address the needs of the County's citizens (e.g. treatment, supportive services, prevention services, etc.). King County Purchasing may be utilized for the purchase of services if the Division/Department wishes to.

Goods and Consultant Services purchased for King County Divisions/Departments can be competitively procured by the Divisions/Departments if the total expenditure for the consultation will be less than \$25,000. For consultation purchase/contracts that exceed \$25,000 the competitive procurement process must be directed and run by King County Purchasing.

### **Other Jurisdiction/Organization RFP Survey**

To learn the RFP processes used by other jurisdictions and organizations, we sent out a survey to 47 human services providers/funders in cities, counties, and philanthropic organizations, primarily in Western Washington. We received 18 responses, a 38% response rate. Some of the more notable results are listed here.

The respondents fund programs across a wide variety of human services, with the majority in homelessness, housing, prevention, and youth services programs. Many respondents work with regional partners and commissions to develop the RFPs with pooled funding, much as we do in the DCHS Community Services Division.

Every respondent offers a bidder's conference or formal question and answer session during the release period. Many also have pre-release and post-award workshops. Those that use web forms to receive applications also staff a help desk and computer labs around the county to provide assistance.

In terms of how applications are submitted, 54% are using a web-based portal or form for receiving applications. Most also accept applications also in hardcopy or via email. Only one program only accepts hardcopy applications.

83% of respondents say review panel members read every proposal that's received, with many reviewers reading over 20 applications. The time commitment expected from each reviewers varies greatly; from 12 to 80 hours.

In all but one jurisdiction, panel members meet to discuss scores before a final decision is made.

## Background Information

### 1. Name of your jurisdiction, agency or organization.

### 2. What is the primary purpose of your organization?

- Government
- Human services provider
- Philanthropy
- Other (please specify)

### 3. What fund sources support your work? (check all that apply)

- State/federal funding
- Local/tax funding
- Pass-through funding
- Private grants
- Other (please specify)

## RFP Planning

### 4. In an average year, how many RFPs does your organization let?

- 0-2
- 3-5
- 6-10
- 11-20
- 21+

### 5. What types of services or program areas are your responses in relation to? (check all that apply)

- |   |  |
|---|--|
| <input type="checkbox"/> Aging services             | <input type="checkbox"/> Mental health   |
| <input type="checkbox"/> Community development      | <input type="checkbox"/> Prevention (substance abuse, mental health and/or violence) |
| <input type="checkbox"/> Developmental disabilities | <input type="checkbox"/> Public defense  |
| <input type="checkbox"/> Employment                 | <input type="checkbox"/> Substance abuse   |
| <input type="checkbox"/> Homeless services          | <input type="checkbox"/> Veteran's services  |
| <input type="checkbox"/> Housing (capital)          | <input type="checkbox"/> Women's services  |
| <input type="checkbox"/> Housing (non-capital)      | <input type="checkbox"/> Youth services  |
| <input type="checkbox"/> Information and referral   |  |
| <input type="checkbox"/> Other (please specify)     |  |

### 6. What is the average dollar amount of your RFP solicitations?

- <\$25,000
- 25,000-99,999
- 100,000-499,999
- 500,000-999,999
- >1,000,000

### 7. What triggers an RFP solicitation? (check all that apply)

- Recurring process on a set schedule
- Mandated by law or policy
- New fund source acquired
- Other (please specify)

**8. How is the scope, schedule and amount of an RFP determined?**

**9. How is the content of an RFP determined?**

**10. How is the scoring of the questions developed?**

## Release/Notification

### 11. How is an RFP advertised? (check all that apply)

- Mailing list
- Newspaper
- Radio/television
- On our website
- Other website
- Other (please specify)

### 12. Is there a specific day and time for releasing an RFP? If so, what is it? (For example, always on a Tuesday at 3 pm)

### 13. How long is the RFP open?

- <1 week
- 1-2 weeks
- 3-4 weeks
- >1 month

### 14. What technical assistance is provided? (check all that apply)

- Bidder's conference/formal Q&A session
- One-on-one in person meetings
- Written Q&A
- Q&A over the telephone
- Other (please specify)

### 15. At what point in the process is technical assistance provided? (check all that apply)

- Pre-RFP release
- During release period
- During evaluation period
- Other (please specify)

**16. How are the responses submitted? (check all that apply)**

- Hardcopy via mail or hand-delivery
- Softcopy on disc or other portable media, via mail or hand-delivery
- Email
- Web form
- Other (please specify)

**17. How is receipt of a response recorded? (check all that apply)**

- Date and time stamped by hand
- Manually Recorded in a ledger/file
- Electronic date/time stamp
- Other (please specify)

## Proposal Review and Evaluation

**18. How is the typical review/evaluation process structured?**

**19. If you have an evaluation panel, how many members are on the panel?**

- 1
- 2-3
- 4-6
- 7-10
- 10+

**20. What is the composition (internal/external staff) of the evaluation panel?**

**21. How do you make sure that you have a fair and representative evaluation panel?**

**22. How do you prevent a conflict of interest among the review panel members?**

**23. What training and information do evaluation panel members receive on RFP scoring?**

**24. How many proposals does each reviewer read?**

- 1-3
- 4-6
- 7-10
- 11-15
- 16-19
- 20+



**25. Does each panel member read every proposal?**

- Yes
- No

**26. What is the average time commitment you expect from each reviewer?**

**27. How do evaluators assign scores to questions?**

- Point values
- Rating scales (likert scales)
- Other (please specify)

**28. How are scores documented?**

**29. Do panel members meet to discuss scoring prior to final scores being determined?**

- Yes
- No

**30. How is a significant disparity between one or more evaluator's scores of the same proposal handled?**

**31. How long do you give reviewers to complete their evaluation process?**

**32. Are interviews conducted with the proposers?**

- Yes
- No

**33. How are the references checked? (check all that apply)**

- Phone
- Email
- In person
- References are not checked
- Other (please specify)

**34. Is the information gathered from references shared with the evaluation team? If so, how?****35. If a proposal doesn't meet the basic requirements of the RFP and eliminated from further evaluation, is the applicant notified of their status before the review process is completed?**

- Yes
- No

**36. How long does the review process take on average? (From impaneling the evaluation team through final award decision.)**

- 1-2 weeks
- 2-4 weeks
- More than 4 weeks

**Award****37. On what basis are award selections made? Who makes the final award decision?****38. How are successful proposers notified? (check all that apply)**

- Letter
- Email
- Phone call
- Other (please specify)

**39. How are non-awardees notified? (check all that apply)**

- Letter
- Email
- Phone call
- Not notified
- Other (please specify)

**40. When are non-awardees notified?****41. Is there a public notification process? If yes, when and how is the public notified?****42. Is there an appeal process for the non-awardees? If so, what does it consist of? Who makes the final ruling?**

**Thank you! Anything else?**

**43. Is there anything else you would like us to know about your RFP process?**

**44. Can we contact you if we have questions or need further information? If so, please let us know how we can best reach you.**



# Request for Proposal Processes Survey





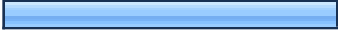


## 1. Name of your jurisdiction, agency or organization.

	Response Count
	18
<b>answered question</b>	<b>18</b>
<b>skipped question</b>	<b>0</b>





## 2. What is the primary purpose of your organization?

		Response Percent	Response Count
<b>Government</b>		<b>94.4%</b>	<b>17</b>
Human services provider		0.0%	0
Philanthropy		0.0%	0
Other (please specify)		5.6%	1
	<b>answered question</b>		<b>18</b>
	<b>skipped question</b>		<b>0</b>




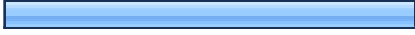












**3. What fund sources support your work? (check all that apply)**

		Response Percent	Response Count
State/federal funding		61.1%	11
<b>Local/tax funding</b>		<b>83.3%</b>	<b>15</b>
Pass-through funding		50.0%	9
Private grants		27.8%	5
Other (please specify)		5.6%	1
		<b>answered question</b>	<b>18</b>
		<b>skipped question</b>	<b>0</b>






**4. In an average year, how many RFPs does your organization let?**

		Response Percent	Response Count
<b>0-2</b>		<b>61.5%</b>	<b>8</b>
3-5		23.1%	3
6-10		7.7%	1
11-20		7.7%	1
21+		0.0%	0
		<b>answered question</b>	<b>13</b>
		<b>skipped question</b>	<b>5</b>





**5. What types of services or program areas are your responses in relation to? (check all that apply)**

		Response Percent	Response Count
Aging services		61.5%	8
Community development		46.2%	6
Developmental disabilities		53.8%	7
Employment		61.5%	8
<b>Homeless services</b>		<b>84.6%</b>	<b>11</b>
Housing (capital)		46.2%	6
Housing (non-capital)		76.9%	10
Information and referral		69.2%	9
Mental health		61.5%	8
Prevention (substance abuse, mental health and/or violence)		76.9%	10
Public defense		7.7%	1
Substance abuse		61.5%	8
Veteran's services		53.8%	7
Women's services		53.8%	7
Youth services		76.9%	10
Other (please specify)		46.2%	6
<b>answered question</b>			<b>13</b>
<b>skipped question</b>			<b>5</b>

**6. What is the average dollar amount of your RFP solicitations?**

		Response Percent	Response Count
<\$25,000		15.4%	2
25,000-99,999		23.1%	3
<b>100,000-499,999</b>		<b>30.8%</b>	<b>4</b>
500,000-999,999		7.7%	1
>1,000,000		23.1%	3
<b>answered question</b>			<b>13</b>
<b>skipped question</b>			<b>5</b>

**7. What triggers an RFP solicitation? (check all that apply)**

		Response Percent	Response Count
<b>Recurring process on a set schedule</b>		<b>92.3%</b>	<b>12</b>
Mandated by law or policy		15.4%	2
New fund source acquired		38.5%	5
Other (please specify)		15.4%	2
<b>answered question</b>			<b>13</b>
<b>skipped question</b>			<b>5</b>



**8. How is the scope, schedule and amount of an RFP determined?**

	Response Count
	12
answered question	12
skipped question	6






**9. How is the content of an RFP determined?**

	Response Count
	12
answered question	12
skipped question	6

**10. How is the scoring of the questions developed?**

	Response Count
	12
answered question	12
skipped question	6

**11. How is an RFP advertised? (check all that apply)**

		Response Percent	Response Count
Mailing list		76.9%	10
Newspaper		38.5%	5
Radio/television		0.0%	0
<b>On our website</b>		<b>100.0%</b>	<b>13</b>
Other website		38.5%	5
Other (please specify)		38.5%	5
<b>answered question</b>			<b>13</b>
<b>skipped question</b>			<b>5</b>

**12. Is there a specific day and time for releasing an RFP? If so, what is it? (For example, always on a Tuesday at 3 pm)**

	Response Count
	13
<b>answered question</b>	<b>13</b>
<b>skipped question</b>	<b>5</b>



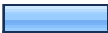

### 13. How long is the RFP open?

		Response Percent	Response Count
<1 week		0.0%	0
1-2 weeks		0.0%	0
3-4 weeks		30.8%	4
>1 month		69.2%	9
answered question			13
skipped question			5






### 14. What technical assistance is provided? (check all that apply)

		Response Percent	Response Count
Bidder's conference/formal Q&A session		100.0%	13
One-on-one in person meetings		46.2%	6
Written Q&A		61.5%	8
Q&A over the telephone		69.2%	9
Other (please specify)		38.5%	5
answered question			13
skipped question			5




**15. At what point in the process is technical assistance provided? (check all that apply)**

		Response Percent	Response Count
Pre-RFP release		30.8%	4
<b>During release period</b>		<b>100.0%</b>	<b>13</b>
During evaluation period		15.4%	2
Other (please specify)		15.4%	2
<b>answered question</b>			<b>13</b>
<b>skipped question</b>			<b>5</b>

**16. How are the responses submitted? (check all that apply)**

		Response Percent	Response Count
<b>Hardcopy via mail or hand-delivery</b>		<b>69.2%</b>	<b>9</b>
Softcopy on disc or other portable media, via mail or hand-delivery		30.8%	4
Email		46.2%	6
Web form		46.2%	6
Other (please specify)		15.4%	2
<b>answered question</b>			<b>13</b>
<b>skipped question</b>			<b>5</b>


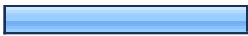


**17. How is receipt of a response recorded? (check all that apply)**

		Response Percent	Response Count
Date and time stamped by hand		53.8%	7
Manually Recorded in a ledger/file		7.7%	1
<b>Electronic date/time stamp</b>		<b>84.6%</b>	<b>11</b>
Other (please specify)		0.0%	0
<b>answered question</b>			<b>13</b>
<b>skipped question</b>			<b>5</b>

**18. How is the typical review/evaluation process structured?**

	Response Count
	11
<b>answered question</b>	<b>11</b>
<b>skipped question</b>	<b>7</b>

**19. If you have an evaluation panel, how many members are on the panel?**

		Response Percent	Response Count
1		0.0%	0
2-3		9.1%	1
4-6		36.4%	4
<b>7-10</b>		<b>45.5%</b>	<b>5</b>
10+		9.1%	1
<b>answered question</b>			<b>11</b>
<b>skipped question</b>			<b>7</b>

**20. What is the composition (internal/external staff) of the evaluation panel?**

	Response Count
	12
answered question	12
skipped question	6

**21. How do you make sure that you have a fair and representative evaluation panel?**

	Response Count
	11
answered question	11
skipped question	7

**22. How do you prevent a conflict of interest among the review panel members?**

	Response Count
	10
answered question	10
skipped question	8

**23. What training and information do evaluation panel members receive on RFP scoring?**

	Response Count
	12
answered question	12
skipped question	6

**24. How many proposals does each reviewer read?**

		Response Percent	Response Count
1-3		0.0%	0
4-6		8.3%	1
7-10		33.3%	4
11-15		0.0%	0
16-19		8.3%	1
20+		50.0%	6
answered question			12
skipped question			6



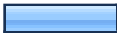
**25. Does each panel member read every proposal?**

		Response Percent	Response Count
Yes		83.3%	10
No		16.7%	2
answered question			12
skipped question			6

**26. What is the average time commitment you expect from each reviewer?**

	Response Count
	11
answered question	11
skipped question	7



**27. How do evaluators assign scores to questions?**

		Response Percent	Response Count
Point values		75.0%	9
Rating scales (likert scales)		16.7%	2
Other (please specify)		16.7%	2
		<b>answered question</b>	<b>12</b>
		<b>skipped question</b>	<b>6</b>

**28. How are scores documented?**

		Response Count
		11
		<b>answered question</b>
		<b>11</b>
		<b>skipped question</b>
		<b>7</b>

**29. Do panel members meet to discuss scoring prior to final scores being determined?**

		Response Percent	Response Count
Yes		91.7%	11
No		8.3%	1
		<b>answered question</b>	<b>12</b>
		<b>skipped question</b>	<b>6</b>





**30. How is a significant disparity between one or more evaluator's scores of the same proposal handled?**

	Response Count
	12
answered question	12
skipped question	6

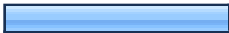


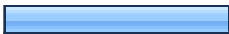
**31. How long do you give reviewers to complete their evaluation process?**

	Response Count
	12
answered question	12
skipped question	6

**32. Are interviews conducted with the proposers?**

		Response Percent	Response Count
Yes		50.0%	6
No		50.0%	6
	answered question		12
	skipped question		6



**33. How are the references checked? (check all that apply)**

		Response Percent	Response Count
Phone		33.3%	4
Email		16.7%	2
In person		0.0%	0
<b>References are not checked</b>		<b>41.7%</b>	<b>5</b>
Other (please specify)		33.3%	4
<b>answered question</b>			<b>12</b>
<b>skipped question</b>			<b>6</b>



**34. Is the information gathered from references shared with the evaluation team? If so, how?**

	Response Count
	6
<b>answered question</b>	<b>6</b>
<b>skipped question</b>	<b>12</b>

**35. If a proposal doesn't meet the basic requirements of the RFP and eliminated from further evaluation, is the applicant notified of their status before the review process is completed?**

		Response Percent	Response Count
Yes		30.0%	3
No		70.0%	7
		<b>answered question</b>	<b>10</b>
		<b>skipped question</b>	<b>8</b>

**36. How long does the review process take on average? (From impaneling the evaluation team through final award decision.)**

		Response Percent	Response Count
1-2 weeks		0.0%	0
2-4 weeks		25.0%	3
More than 4 weeks		75.0%	9
		<b>answered question</b>	<b>12</b>
		<b>skipped question</b>	<b>6</b>

**37. On what basis are award selections made? Who makes the final award decision?**

		Response Count
		10
		<b>answered question</b>
		<b>10</b>
		<b>skipped question</b>
		<b>8</b>

**38. How are successful proposers notified? (check all that apply)**

		Response Percent	Response Count
Letter		75.0%	9
Email		58.3%	7
Phone call		33.3%	4
Other (please specify)		8.3%	1
<b>answered question</b>			<b>12</b>
<b>skipped question</b>			<b>6</b>

**39. How are non-awardees notified? (check all that apply)**

		Response Percent	Response Count
Letter		72.7%	8
Email		36.4%	4
Phone call		27.3%	3
Not notified		0.0%	0
Other (please specify)		9.1%	1
<b>answered question</b>			<b>11</b>
<b>skipped question</b>			<b>7</b>

**40. When are non-awardees notified?**

	Response Count
	11
answered question	11
skipped question	7

**41. Is there a public notification process? If yes, when and how is the public notified?**

	Response Count
	10
answered question	10
skipped question	8

**42. Is there an appeal process for the non-awardees? If so, what does it consist of? Who makes the final ruling?**

	Response Count
	10
answered question	10
skipped question	8

**43. Is there anything else you would like us to know about your RFP process?**

	Response Count
	8
answered question	8
skipped question	10

**44. Can we contact you if we have questions or need further information? If so, please let us know how we can best reach you.**

	<b>Response Count</b>
	8
<b>answered question</b>	<b>8</b>
<b>skipped question</b>	<b>10</b>



**Page 1, Q1. Name of your jurisdiction, agency or organization.**

1	King County Public Health	Jul 13, 2012 11:24 AM
2	City of Renton	May 18, 2012 10:56 AM
3	City of Kirkland	May 18, 2012 9:58 AM
4	City of Kent	May 18, 2012 8:01 AM
5	City of Des Moines	May 17, 2012 3:15 PM
6	CSH	May 17, 2012 1:45 PM
7	City of Seattle	May 17, 2012 1:15 PM
8	City of Redmond	May 17, 2012 12:51 PM
9	City of Covington	May 17, 2012 12:31 PM
10	City of Redmond	May 17, 2012 12:28 PM
11	City of Shoreline	May 15, 2012 4:44 PM
12	City of SeaTac	May 11, 2012 2:27 PM
13	City of Kent	May 11, 2012 2:25 PM
14	Clark COunty dept. of Community Services - CDBG	May 11, 2012 11:27 AM
15	City of Seattle Human Services - Community Support Division	May 11, 2012 9:22 AM
16	City of Seattle Human Services Department	May 10, 2012 12:16 PM
17	City of Bellevue	May 10, 2012 8:55 AM
18	City of Tukwila	May 10, 2012 8:43 AM

**Page 1, Q2. What is the primary purpose of your organization?**

1	National policy, lending, and technical assistance	May 17, 2012 1:45 PM
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**Page 1, Q3. What fund sources support your work? (check all that apply)**

1	Fee for service	May 17, 2012 1:45 PM
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**Page 2, Q5. What types of services or program areas are your responses in relation to? (check all that apply)**

1	public health	Jul 13, 2012 11:25 AM
2	Systems change	May 17, 2012 1:48 PM
3	The RFP is a broad request for proposals related to human services.	May 17, 2012 12:36 PM
4	family support, domestic violence, citizenship, food/nutrition	May 10, 2012 12:19 PM
5	Domestic violence, sexual assault, civil legal services, refugee & immigrant services, health & dental, ESL, child care, major and minor home repair	May 10, 2012 9:05 AM
6	Emergency, basic needs, early childhood, etc.	May 10, 2012 8:48 AM

**Page 2, Q7. What triggers an RFP solicitation? (check all that apply)**

1	Need for particular service/ consultation	May 17, 2012 1:08 PM
2	CDBG contract awards	May 10, 2012 8:48 AM

**Page 2, Q8. How is the scope, schedule and amount of an RFP determined?**

1	Amount based on amount of General & CDBG funds anticipated to be available. Scope is based on the Renton Results identified by Advisory committee, and schedule determined by North/East/SKC cities participating.	May 18, 2012 11:00 AM
2	Staff sets review schedule that includes public hearings with the Human Services Advisory Committee. Recommendations are then forwarded to City Council for approval. City Council allocates funding on a per- capita basis.	May 18, 2012 9:58 AM
3	Amount - Council Budget Schedule - budget Scope - budget, Council, ordinance, mandate, HS Commission	May 18, 2012 8:04 AM
4	We are generally following instructions of the primary founder	May 17, 2012 1:48 PM
5	Either by Council or by internal priorities	May 17, 2012 1:17 PM
6	by the work required. Drafted by staff, approved by management	May 17, 2012 1:08 PM
7	This is determined by the City's biennial budget process and is also part of the a regional collaboration to provide a consolidated RFP to any agencies applying for city funding.	May 17, 2012 12:36 PM
8	based on RFP cycle.	May 11, 2012 11:31 AM
9	Depends on which team in my division and the work associated with it; range from 5K-\$250K+	May 11, 2012 9:25 AM
10	Review department priorities and strategic vision, engage in planning process to determine best practices, identify funding source requirements re: scope, schedule, amount, community engagement.	May 10, 2012 12:19 PM
11	Cities are on a two year funding cycle -- scope is guided by City policy and results of biennial needs assessment. Amount of funding is according to human services funding formula based on cost-of-living and population growth.	May 10, 2012 9:05 AM
12	amount is determined by City Council. Scope is determined either collectively by the cities or the specific nature of the service needed.	May 10, 2012 8:48 AM

**Page 2, Q9. How is the content of an RFP determined?**

1	Committee decision by representative of North/East/and South King County cities.	May 18, 2012 11:00 AM
2	Content: City works with regional partners to develop the application.	May 18, 2012 9:58 AM
3	HS Commission, Staff, Administration, Council (dependent on fund source, service, etc)	May 18, 2012 8:04 AM
4	See above	May 17, 2012 1:48 PM
5	historical examples modified with current priorities and practices	May 17, 2012 1:17 PM
6	Drafted by staff, approved by management	May 17, 2012 1:08 PM
7	Determining the content of the RFP was a collaborative effort with various North, East, and South King County cities agreeing on a uniform application.	May 17, 2012 12:36 PM
8	department and program requirements.	May 11, 2012 11:31 AM
9	Through community outreach, focus groups, internal and external stakeholders input and finally HSD working to compile all comments and suggestions into an RFI that aligns with our goals, principles	May 11, 2012 9:25 AM
10	All of the above esp. planning/research, community engagement, strategic alignment	May 10, 2012 12:19 PM
11	Jointly negotiated with staff from 17 other cities with input from Human Services Commissions.	May 10, 2012 9:05 AM
12	Either collective agreement or the nature of the fund source	May 10, 2012 8:48 AM

**Page 2, Q10. How is the scoring of the questions developed?**

1	Developed by staff based on questions in application, approved by Advisory Committee..	May 18, 2012 11:00 AM
2	The Human Services Advisory Committee and staff develop and assign points for scoring applications.	May 18, 2012 9:58 AM
3	HS Commission, Staff	May 18, 2012 8:04 AM
4	By staff overseeing the project with an eye toward our desired outcomes	May 17, 2012 1:48 PM
5	RFI manager develops, approved by mgmt	May 17, 2012 1:17 PM
6	Discussion/decision about most important topics which are then weighted proportionately	May 17, 2012 1:08 PM
7	Each city has a separate process for scoring and rating the applications to determine whether or not the City will fund a particular application. This criteria is approved by Redmond Human Services Commission.	May 17, 2012 12:36 PM
8	Based on planning documents.	May 11, 2012 11:31 AM
9	Depends; new scoring system being developed	May 11, 2012 9:25 AM
10	Use department template, adapt if needed to reflect specific requirements from funding source or program type	May 10, 2012 12:19 PM
11	Our City does not use a number scoring system -- the Human Services Commission uses a review tool that analyzes responses to questions according to criteria and then gives an overall rating of High, Medium, Low, or Incomplete. This tool is used in the first round of reviewing applications. Funding recommendations are determined by consensus.	May 10, 2012 9:05 AM
12	We have developed scoring in house carefully balancing the need for objectivity, with an easy to use tool where raters are not burdened. Scoring also includes information on past performance, communication with our department, and partnership activity.	May 10, 2012 8:48 AM

**Page 3, Q11. How is an RFP advertised? (check all that apply)**

1	procurement mailing list	Jul 13, 2012 11:27 AM
2	email	May 18, 2012 8:06 AM
3	Email distribution lists and previous applicants`	May 17, 2012 12:38 PM
4	department's electronic newsletter	May 10, 2012 12:20 PM
5	E-Mail Distribution List	May 10, 2012 9:10 AM

**Page 3, Q12. Is there a specific day and time for releasing an RFP? If so, what is it? (For example, always on a Tuesday at 3 pm)**

1	procurement's timetable	Jul 13, 2012 11:27 AM
2	No, usually mid March.	May 18, 2012 11:01 AM
3	Day and time is set with regional partners prior to the joint Bidders Workshop. Non-attendees can also find the Committee's review timeline on the City's website; they can pick up the supplemental information packet at the City Hall.	May 18, 2012 9:58 AM
4	NO	May 18, 2012 8:06 AM
5	No	May 17, 2012 1:49 PM
6	No	May 17, 2012 1:17 PM
7	No	May 17, 2012 1:11 PM
8	No, but the RFP is usually released at the earliest possible date in April to accommodate various cities' budgeting processes.	May 17, 2012 12:38 PM
9	No.	May 11, 2012 11:31 AM
10	not that I'm aware of	May 11, 2012 9:26 AM
11	No, but we should do that.	May 10, 2012 12:20 PM
12	Following funding workshops - varies every two years, but generall in early-mid March.	May 10, 2012 9:10 AM
13	No	May 10, 2012 8:49 AM

**Page 3, Q14. What technical assistance is provided? (check all that apply)**

1	workshops held by North/East/SKC cities.	May 18, 2012 11:01 AM
2	public hearings	May 18, 2012 9:58 AM
3	workshops, pre-review	May 18, 2012 8:06 AM
4	Email help desk support	May 17, 2012 12:38 PM
5	Computer labs in different locations around the county; Help Desk	May 10, 2012 9:10 AM

**Page 3, Q15. At what point in the process is technical assistance provided? (check all that apply)**

1	after awards	May 18, 2012 8:06 AM
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**Page 3, Q15. At what point in the process is technical assistance provided? (check all that apply)**

2	During evaluation period follow up is focused more on clarifying rather than assisting	May 17, 2012 1:11 PM
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**Page 3, Q16. How are the responses submitted? (check all that apply)**

1	we are flexible except with HS apps which are now all web based	May 17, 2012 1:11 PM
2	Via department's electronic submittal system	May 10, 2012 12:20 PM

**Page 4, Q18. How is the typical review/evaluation process structured?**

1	Staff reviews to see if they meet threshold qualifications, then provided to Advisory committee panels to rate/review. 2 days set aside for committees to meet to review ratings, discuss and make funding recommendations.	May 18, 2012 11:11 AM
2	Staff prepares an overview of the application; the Advisory Committee reviews apps, conducts public hearings, and rates each application. Staff prepares the Committee's funding recommendations that is sent to Council. The report also includes a contingency plan. The plan requests an increase in the per capita to fund new projects and to maintain or increase funding to previously funded programs.	May 18, 2012 10:03 AM
3	Staff review HS Commission Review	May 18, 2012 8:13 AM
4	Multiple reviewers with subject matter expertise	May 17, 2012 1:54 PM
5	All raters review and score all proposals. Results are shared/discussed/refined through discussion with panel.	May 17, 2012 1:20 PM
6	ad hoc panel	May 17, 2012 1:19 PM
7	The Redmond Human Services is the appointed volunteer body responsible for reviewing and rating all applications for funding to the City of Redmond. This usually takes place over a series of meetings in the summer, where we discuss individuals rankings.	May 17, 2012 12:58 PM
8	Admin review and then review by evaluation panel.	May 11, 2012 11:34 AM
9	Panel of department staff and community members/stakeholders; review responses and use same template to evaluate, conduct interviews in some cases	May 10, 2012 12:25 PM
10	Each city has a different process. We hold a public hearing before applications are due and one after funding recommendations are made. Applications are reviewed by the Human Services Commission in two rounds, with teams of Commissioners leading the discussion on applications.	May 10, 2012 9:20 AM
11	Staff review rfps and share with Advisory Board for joint review. Advisory board makes final recommendations.	May 10, 2012 8:56 AM

**Page 4, Q20. What is the composition (internal/external staff) of the evaluation panel?**

1	All external staff	Jul 13, 2012 11:31 AM
2	Human Service Advisory Committee.	May 18, 2012 11:11 AM
3	The Human Services Coordinator is the only staff assigned to the Human Services Advisory Committee.	May 18, 2012 10:03 AM
4	HS Commission appointed by Mayor confirmed by Council plus staff	May 18, 2012 8:13 AM
5	Generally both	May 17, 2012 1:54 PM
6	Depends on the RFP	May 17, 2012 1:20 PM
7	internal and community reps	May 17, 2012 1:19 PM
8	Staff supports the Commission (evaluation panel) but the panel is comprised only of volunteers, who live and/or work in Redmond.	May 17, 2012 12:58 PM
9	external	May 11, 2012 11:34 AM
10	Depends - we need to standardize this and are in the process of doing so	May 10, 2012 12:25 PM
11	Human Services Commissioners are citizens appointed by the City Council. Staff provide support to the Commission but do not vote on recommendations.	May 10, 2012 9:20 AM
12	7 advisory board and 2 staff	May 10, 2012 8:56 AM



**Page 4, Q21. How do you make sure that you have a fair and representative evaluation panel?**

1	Committee is selected to represent diversity of Renton, age, geography, race, background, skills.	May 18, 2012 11:11 AM
2	It's a joint process; City Council and the Committee chair or vice- chair participate in the interviews.	May 18, 2012 10:03 AM
3	Commission is comprised of business, faith groups, students, civic organizations, service users, educations, regional and local agencies	May 18, 2012 8:13 AM
4	By thinking through who the interested and invested stakeholders are	May 17, 2012 1:54 PM
5	Conflict of interest discussion/disclosure forms; obviously strive for diverse perspectives culturally, geographically (if needed), etc	May 17, 2012 1:20 PM
6	candidates for panel vetted by dept director	May 17, 2012 1:19 PM
7	The Commission is a standing body approved by the Mayor and Council. Members are selected based on interest and commitment to broad human service issues.	May 17, 2012 12:58 PM
8	careful selection of members.	May 11, 2012 11:34 AM
9	Depends - we need to standardize this and are in the process of doing so	May 10, 2012 12:25 PM
10	Our City has had a Human Services Commission since the 1980s -- they reflect the population of the City in terms of age, ethnicity, etc. and come from a variety of professional/personal backgrounds. There is a competitive process to become a Commissioner with approval of the appointments by the full City Council.	May 10, 2012 9:20 AM
11	Our board members represent different sectors of the community. We ask members to sign conflict of interest statements.	May 10, 2012 8:56 AM

**Page 4, Q22. How do you prevent a conflict of interest among the review panel members?**

1	Members declare ahead of time potential conflicts with agencies, and they are not assigned to review the group of applications that includes that agency. On line review form also includes a conflict of interest declaration.	May 18, 2012 11:11 AM
2	Commissioners are required to declare conflict of interest both before and during review.	May 18, 2012 8:13 AM
3	Disclosure form	May 17, 2012 1:54 PM
4	see above	May 17, 2012 1:20 PM
5	good question!	May 17, 2012 1:19 PM
6	The City's ordinance prohibits members who work or serve on the board of directors for any human service agency delivering services to city residents.	May 17, 2012 12:58 PM
7	See 21	May 11, 2012 11:34 AM
8	Depends - we need to standardize this and are in the process of doing so - have developed a draft very strong conflict of interest policy that we will be using	May 10, 2012 12:25 PM
9	There is a City Ordinance that no Commissioners can serve on the Board of Directors of agencies receiving funding. Any other connections to agencies, e.g. as volunteers, are disclosed.	May 10, 2012 9:20 AM
10	See above. Those with a vested interest or conflict are not included in the voting.	May 10, 2012 8:56 AM

**Page 4, Q23. What training and information do evaluation panel members receive on RFP scoring?**

1	Panel orientation 2 weeks after proposals come in.	Jul 13, 2012 11:31 AM
2	We go through an actual application (one not being considered for funding by Renton) and review it together, discussing what elements comprise a high, moderate or low response per question.	May 18, 2012 11:11 AM
3	Staff conducts initial training for new Committee members. Current members are assigned to mentor new members. Staff and members work together to discuss and make additions or changes to the questions and scoring.	May 18, 2012 10:03 AM
4	Half day training on the tool and online system. Half day on City strategies and requirements	May 18, 2012 8:13 AM
5	A meeting in advance and instructions on the form	May 17, 2012 1:54 PM
6	Discussion of rating tool, and scoring criteria. TA	May 17, 2012 1:20 PM
7	one orientation session	May 17, 2012 1:19 PM
8	Staff provides training on the online rating tool and some parameters on how to rank proposals.	May 17, 2012 12:58 PM
9	Review the application and scoring before evaluation.	May 11, 2012 11:34 AM
10	Depends - we need to standardize this and are in the process of doing so	May 10, 2012 12:25 PM
11	There is an orientation to the funding process for all Commissioners -- we do not have a numerical scoring process.	May 10, 2012 9:20 AM
12	Staff training	May 10, 2012 8:56 AM

**Page 4, Q26. What is the average time commitment you expect from each reviewer?**

1	pre meeting 20 hours, plus 2 days meeting to discuss and allocate funds.	May 18, 2012 11:11 AM
2	30-50 hours	May 18, 2012 10:03 AM
3	72-80 hours annually	May 18, 2012 8:13 AM
4	90 minutes per proposal	May 17, 2012 1:54 PM
5	This varies depending on RFP. Responses above are for the HS application process. time commitment is significant--close to 60 hours	May 17, 2012 1:20 PM
6	10 - 15 hours	May 17, 2012 1:19 PM
7	8 (2 hour meetings/twice a month) in addition to the review of applications (approx. 30 mins/application) or about 18 hours.	May 17, 2012 12:58 PM
8	12 hours.	May 11, 2012 11:34 AM
9	Depends on number and length of proposals, whether there are interviews; not standardized but will be	May 10, 2012 12:25 PM
10	The Commission typically meets twice a month for approx. 2 hours; during the application review process there are additional meetings scheduled. For the 2013-2014 process, there are a total of 10 meetings to review over 100 applications for funding.	May 10, 2012 9:20 AM
11	about 16 hours meeting time and whatever reading time.	May 10, 2012 8:56 AM

**Page 4, Q27. How do evaluators assign scores to questions?**

1	High, Medium, Low, Incomplete	May 10, 2012 9:20 AM
2	narrative info as well	May 10, 2012 8:56 AM

**Page 4, Q28. How are scores documented?**

1	handwritten scoring sheets.	Jul 13, 2012 11:31 AM
2	Staff does financial evaluation. Committee members submit their score sheets for each application.	May 18, 2012 11:11 AM
3	Staff maintains all documentation	May 18, 2012 10:03 AM
4	online	May 18, 2012 8:13 AM
5	Scoring forms	May 17, 2012 1:54 PM
6	spreadsheet/web based system	May 17, 2012 1:20 PM
7	Scores are documented in the online review tool (which is on the admin side of the same online application RFP tool).	May 17, 2012 12:58 PM
8	scoring sheets	May 11, 2012 11:34 AM
9	Scoring sheet	May 10, 2012 12:25 PM
10	NA	May 10, 2012 9:20 AM
11	on evaluation sheet	May 10, 2012 8:56 AM

**Page 4, Q30. How is a significant disparity between one or more evaluator's scores of the same proposal handled?**

1	Panel members discuss as a group with facilitator, and are allowed to rescore afterwards. The final scores are then averaged.	Jul 13, 2012 11:31 AM
2	While each member is usually internally consistent, some are high scorers, some low. The final scores from the panel are averaged-after panels have met to discuss the rating and any disparities. Panelists can change their scores based on the information/comments provided by other panelists.	May 18, 2012 11:11 AM
3	Members decide among themselves with staff guiding the process.	May 18, 2012 10:03 AM
4	Discussion	May 18, 2012 8:13 AM
5	Discussion happens and individuals can change their scores	May 17, 2012 1:54 PM
6	Discussion of each rationale. Opportunity for raters to adjust scores--or not. Notes kept for follow up explanation if needed.	May 17, 2012 1:20 PM
7	discussion & consensus	May 17, 2012 1:19 PM
8	While this doesn't occur often, disparities are opportunities for the group to share their thinking about why they ranked a proposal the way that they did. Sometimes, individuals may change their scores based on the discussion.	May 17, 2012 12:58 PM
9	average scores.	May 11, 2012 11:34 AM
10	Depends - we need to standardize this and are in the process of doing so	May 10, 2012 12:25 PM
11	NA -- rating tool is used to facilitate discussion of the applications, not to determine funding recommendations.	May 10, 2012 9:20 AM
12	It is difficult to get inter-rater reliability, but we give definitions beforehand as to what would qualify for a particular score. Raters with more experience may rate differently than raters with less experience. We may also choose to interview an applicant for further clarification	May 10, 2012 8:56 AM

**Page 4, Q31. How long do you give reviewers to complete their evaluation process?**

1	5-6 weeks	Jul 13, 2012 11:31 AM
2	1 month.	May 18, 2012 11:11 AM
3	Varies, not more than 2 months.	May 18, 2012 10:03 AM
4	1 month	May 18, 2012 8:13 AM
5	2 weeks for every 4 apps depending upon their length	May 17, 2012 1:54 PM
6	2 weeks/15 proposals estimated at 30 mins each	May 17, 2012 1:20 PM
7	four weeks	May 17, 2012 1:19 PM
8	The group is given assignments over a 3 month period, with a set number of applications to be reviewed every two weeks.	May 17, 2012 12:58 PM
9	three weeks	May 11, 2012 11:34 AM
10	Usually about a week; needs to be standardized but also recognize the different complexities of funding processes	May 10, 2012 12:25 PM
11	Commissioners received their notebooks (or online access to applications) on May 3; first round review of applications will be concluded on June 5.	May 10, 2012 9:20 AM
12	We usually give reviewers 2 weeks between meetings, - not all proposals are read and reviewed at the same time	May 10, 2012 8:56 AM

**Page 5, Q33. How are the references checked? (check all that apply)**

1	No	May 18, 2012 10:04 AM
2	we only check references on RFPs that are not the HS apps	May 17, 2012 1:21 PM
3	Not always checked; needs to be standardized	May 10, 2012 12:25 PM
4	A written report of each application is prepared by staff.	May 10, 2012 9:21 AM

**Page 5, Q34. Is the information gathered from references shared with the evaluation team? If so, how?**

1	N/A	May 18, 2012 11:11 AM
2	NA	May 18, 2012 10:04 AM
3	If applicable	May 18, 2012 8:14 AM
4	Usually not	May 17, 2012 1:21 PM
5	Via written staff reviews.	May 10, 2012 9:21 AM
6	Depends on what the rfp is	May 10, 2012 8:57 AM



**Page 6, Q37. On what basis are award selections made? Who makes the final award decision?**

1	Panel makes recommendation. Recommendation is sent to Gary Johnson (division director) who may have questions. He makes final decision.	Jul 13, 2012 11:33 AM
2	We fund by result areas. Panelists allocate funds beginning with top scoring application in the result area and fund down the list until funds are all awarded. These recommendations go to Council who makes the final decision.	May 18, 2012 11:16 AM
3	At their December meeting, City Council approves the Committee's funding plan and may add additional funding for a program that was not in the original plan. This rarely occurs but it has happened.	May 18, 2012 10:05 AM
4	Quality of application Ability to meet City strategies Ability to perform Council makes final decision based on recommendations from HS Commission	May 18, 2012 8:16 AM
5	point totals	May 17, 2012 1:21 PM
6	The Human Services Commission reviews proposals and make recommendations to the Council and Mayor who ultimately adopts recommendations as part of the City's budget.	May 17, 2012 1:01 PM
7	Panel.	May 11, 2012 11:36 AM
8	Available funding, high scores, geographic distribution, etc. Department director makes decision based on panel recommendation	May 10, 2012 12:26 PM
9	Human Services Commission recommends funding based on estimated funds available; City Council approves final awards as part of the adoption of the City budget.	May 10, 2012 9:24 AM
10	Administration and City Council. The Advisory Board is typically working with a budget.	May 10, 2012 9:00 AM

**Page 6, Q38. How are successful proposers notified? (check all that apply)**

1	Email for preliminary recommendation notification, letter after Council has acted.	May 18, 2012 11:16 AM
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**Page 6, Q39. How are non-awardees notified? (check all that apply)**

1	See above. Email then letter after Council action.	May 18, 2012 11:16 AM
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**Page 6, Q40. When are non-awardees notified?**

1	Same as awardees.	Jul 13, 2012 11:33 AM
2	They receive the email notification shortly after Advisory Committee makes recommendations and are notified of dates of public hearings.	May 18, 2012 11:16 AM
3	One month prior to the City Council's adopting the Committee's recommendations.	May 18, 2012 10:05 AM
4	All are notified at the same time	May 18, 2012 8:16 AM
5	prior to public announcement of awardees	May 17, 2012 1:22 PM
6	once determinations are made	May 17, 2012 1:21 PM
7	Official notice goes out after the City's budget is adopted, but preliminary recommendations are shared with all applicants before it goes to Council.	May 17, 2012 1:01 PM
8	after final selection	May 11, 2012 11:36 AM
9	When decisions made by Director	May 10, 2012 12:26 PM
10	All applicants are notified at the end of the process.	May 10, 2012 9:24 AM
11	Typically at the same time as the awardees	May 10, 2012 9:00 AM

**Page 6, Q41. Is there a public notification process? If yes, when and how is the public notified?**

1	Yes. All applicants are notified of appropriate dates of Council hearings-for General fund and CDBG. CDBG notification is also published in the paper. Information is also included on the website, and our local Channel 21.	May 18, 2012 11:16 AM
2	Through regular public process	May 18, 2012 8:16 AM
3	Yes, website	May 17, 2012 1:57 PM
4	Yes after council approval	May 17, 2012 1:22 PM
5	no	May 17, 2012 1:21 PM
6	Email notice to all applicants is sent, giving them the preliminary recommendations.	May 17, 2012 1:01 PM
7	press release	May 11, 2012 11:36 AM
8	No	May 10, 2012 12:26 PM
9	Yes, via the public hearings at the beginning and end of the funding process; also, the City Council conducts separate public hearings on their proposed budget.	May 10, 2012 9:24 AM
10	Public is available to comment during budget hearings. There is not a separate public process for each department, unless required by fund source.	May 10, 2012 9:00 AM

**Page 6, Q42. Is there an appeal process for the non-awardees? If so, what does it consist of? Who makes the final ruling?**

1	Yes, through procurement.	Jul 13, 2012 11:33 AM
2	Not officially. They are welcome to address Council and ask Council to award them funds.	May 18, 2012 11:16 AM
3	Organizations can approach City Council during a regular meeting to appeal the Committee's recommendations. Council makes the final decision.	May 18, 2012 10:05 AM
4	not officially	May 17, 2012 1:22 PM
5	yes, department director makes final ruling; appeals must be based on procedural errors.	May 17, 2012 1:21 PM
6	No.	May 17, 2012 1:01 PM
7	no.	May 11, 2012 11:36 AM
8	Yes, comprehensive appeal with specific criteria for basis of appeal to Department Director	May 10, 2012 12:26 PM
9	No	May 10, 2012 9:24 AM
10	Yes - we have a policy around it. Administration can make changes as well as City Council	May 10, 2012 9:00 AM

**Page 7, Q43. Is there anything else you would like us to know about your RFP process?**

1	Make sure to feed panel members well. Have an evaluation for panel members to fill out afterwards: what can we improve on.	Jul 13, 2012 11:34 AM
2	The joint process of North/East and SKC cities is working well. It would be good to explore if KC could join in that process.	May 18, 2012 11:17 AM
3	Not at this time.	May 18, 2012 10:05 AM
4	The RFP process is a centralized, streamlined process conducted entirely online. Any agencies seeking funds from one or more of the 18 participating cities must go through this online process. The online tool provides an interface and database component for agencies completing their application as well as an administrative component which allows the cities to access the applications, query the data, conduct online reviews, and many other key admin functions. <a href="http://share1app.culturegrants.org/">http://share1app.culturegrants.org/</a> It is our hope that by 2013, agencies will use this same portal for contracting and reporting.	May 17, 2012 1:07 PM
5	For many contracts we use sole source. For example, only one agency manages HMIS so we sole source it and just continue the contract.	May 11, 2012 11:37 AM
6	I'm happy to share our draft revised RFP manual and any other best practices or thoughts	May 10, 2012 12:27 PM
7	Having a knowledgeable, well-informed Human Services Commission, guided by a biennial needs assessment, adds credibility to the funding process. As a result, the City Council has never changed a funding recommendation of the Commission. The joint online application process with 18 cities for 2013-2014 is much improved over the previous system and has greatly reduced the administrative burden on agencies applying for funding. The Commission doesn't meet with every applicant, but will call certain agencies in to respond to additional questions or get additional clarification on their proposal(s).	May 10, 2012 9:29 AM
8	It really depends on the fund source - typically our fund source is either general fund or federal fund	May 10, 2012 9:01 AM

**Page 7, Q44. Can we contact you if we have questions or need further information? If so, please let us know how we can best reach you.**

1	Yes, Dianne Utecht <a href="mailto:dutecht@rentonwa.gov">dutecht@rentonwa.gov</a> , 425-430-6655	May 18, 2012 11:17 AM
2	Monday -Friday 8am- 5pm	May 18, 2012 10:05 AM
3	yes - email <a href="mailto:kjohnson@Kentwa.gov">kjohnson@Kentwa.gov</a>	May 18, 2012 8:16 AM
4	Colleen Kelly 425-556-2423	May 17, 2012 1:23 PM
5	Yes, I'd be happy to show the features of Share1 App and/or answer any follow-up questions. Brooke Buckingham - <a href="mailto:bbuckingham@redmond.gov">bbuckingham@redmond.gov</a>	May 17, 2012 1:07 PM
6	(360) 397-2075 ext. 7801	May 11, 2012 11:37 AM
7	Yes - Sara Levin, <a href="mailto:sara.levin@seattle.gov">sara.levin@seattle.gov</a> , 206-684-8691	May 10, 2012 12:27 PM
8	Emily Leslie, Human Services Manager <a href="mailto:eleslie@bellevuewa.gov">eleslie@bellevuewa.gov</a> ; 425-452-6452	May 10, 2012 9:29 AM

## RFP Contractor Survey

We sent a survey to all current DCHS contractors (except public defense, since they did not go through an RFP) to find out what their preferences for responding to RFPs. The survey was sent to over 300 people representing 172 different agencies. We had 87 total responses to the survey, representing 72 unique agencies, a response rate of 42% of DCHS contractors. (DCHS has multiple contracts and contacts at some agencies. In an effort to get this survey out to the widest audience, we didn't limit the number of people per agency that received the survey). Below are some of the more notable findings and comments.

- The combined funding strategy is not universally loved among contractors. 50% have a strong or moderate preference for combined funding. 37% are neutral on it. 13.2% have a strong or moderate preference against it. Comments indicate that people opposed to the combined funding find the restrictions and requirements overly stringent; "please don't cooperate only to muddy the county's process."
- 88% prefer hearing about an RFP through email notification, while less than 2% use the King County website to learn about an RFP.
- 58% would be extremely or very likely to seek technical assistance if it were provided prior to RFP release. 14% are unlikely to.
- 76% feel the length of the application is about right and 82% feel the RFP allows them to describe their program extremely or moderately well.
- 72% prefer to submit their proposal electronically (either email or web), while 10% of respondents say submitting through a web-based process would be a barrier. Comments indicate agencies prefer choices in submitting applications; while they may prefer to submit electronically, they would like the option of hardcopy in case something goes wrong with the technology.
- 39% feel there isn't sufficient time to respond to the RFP. Most ask for at least 5 weeks.
- 72% find bidder's conferences moderately or extremely helpful.
- 62% support assigning more points in scoring for cultural competency.

# DCHS Contractor Survey on RFP Processes

The King County Department of Community and Human Services is evaluating our Request for Proposal (RFP) processes and looking to develop more accessible, efficient and effective processes based on best practices. As part of this process, we are interested hearing about your experience as a DCHS contractor with county RFPs. Thank you for taking the time to fill out this survey, which will help steer our recommendations.

## 1. For what program area(s) have you contracted with King County, either currently or in the past? (pick all that apply)

- |   |  |
|---|--|
| <input type="checkbox"/> Aging services             | <input type="checkbox"/> Information and referral                                    |
| <input type="checkbox"/> Community development      | <input type="checkbox"/> Mental Health   |
| <input type="checkbox"/> Developmental disabilities | <input type="checkbox"/> Prevention (substance abuse, mental health and/or violence) |
| <input type="checkbox"/> Employment                 | <input type="checkbox"/> Public Defense  |
| <input type="checkbox"/> Homeless services          | <input type="checkbox"/> Substance abuse   |
| <input type="checkbox"/> Housing (capital)          | <input type="checkbox"/> Women's services  |
| <input type="checkbox"/> Housing (non-capital)      | <input type="checkbox"/> Youth services  |
| <input type="checkbox"/> Other (please specify)     |  |

## Funding Strategies

### 2. Sometimes DCHS joins other human services funders into a combined single RFP process. Do you prefer this combined RFP process?

- Strong preference for  
 Moderate preference for  
 Neutral/No preference  
 Moderate preference against  
 Strong preference against

### 3. Are there other funding sources we should be coordinating with? If so, what are they?

### 4. Do you have any other comments about how RFPs are funded?

## Pre-Proposal Practices



## DCHS Contractor Survey on RFP Processes

### 5. What is the best method of notifying you about an RFP?

- King County website
- King County email notification
- Subscription website
- Other website
- Postal service
- Other (please specify)

### 6. Do you feel the notice of RFP is reaching all potential applicants?

- Definitely
- Somewhat
- Definitely not

### 7. If you answered somewhat or definitely not in the previous question, which groups are we missing?

### 8. When is the best time of the year to release an RFP?

- Jan-March
- April-June
- July-Sept
- Oct-Dec

### 9. If it were available, how likely would your agency be to seek technical assistance before a RFP is released?

- Extremely likely
- Very likely
- Moderately likely
- Slightly likely
- Not at all likely

### 10. Do you have other comments about the pre-proposal/RFP notification period?

# DCHS Contractor Survey on RFP Processes

## Proposal Requirements

**11. Is the length of the application appropriate? Do you have enough space to describe your agency?**

- Far too short, would like much more space
- Too short, would like some additional space
- About right
- Too long, would like less space
- Far too long, would like much less space

**12. How well do the RFP questions allow you to accurately describe your program?**

- Extremely well, my program is accurately described
- Moderately well
- Neutral, neither well nor poorly
- Moderately poorly
- Extremely poorly, my program is misrepresented

**13. Is there any element of the RFP that you feel is superfluous or duplicative? If so, what are they?**

**14. How easy is it to understand and complete the budget forms we request from your agency?**

- Extremely clear/easy to complete
- Moderately clear/easy to complete
- Neither clear nor unclear, neither easy nor difficult to complete
- Moderately unclear/difficult to complete
- Extremely unclear/difficult to complete

**15. Is there a better way to present your budget?**

## Proposal Requirements (continued)

**DCHS Contractor Survey on RFP Processes****16. What is your preferred time of day for RFP responses to be due?**

- 9am
- 12pm
- 3pm
- 5pm
- No preference
- Other (please specify)

**17. What is your preferred method for submitting an RFP response?**

- Signed hardcopy via mail
- Signed hardcopy delivered in person
- Signed pdf via email
- Signed pdf via website
- Other (please specify)

**18. Are there any barriers to your using a web-based process to submit an RFP response?**

- Yes
- No

**19. Do you have sufficient time to respond to the RFP?**

- Excessive amount of time
- Plenty of time
- About the right amount of time
- A little short on time
- Definitely not enough time

**20. How helpful are Bidder's conferences?**

- Extremely helpful
- Moderately helpful
- Neutral, neither helpful nor unhelpful
- Moderately unhelpful
- Extremely unhelpful

## DCHS Contractor Survey on RFP Processes

### 21. Do you feel oral interviews or presentations should be included in the RFP process?

- Definitely, always
- Often
- Sometimes
- Rarely
- Never

### 22. Would assigning more points for cultural competency be supported by your agency?

- Strongly support
- Moderately supported
- Neutral
- Moderately unsupported
- Strongly unsupported

### 23. Is there anything else about the RFP process you'd like us to know?

Thank you for your time and input. We appreciate you helping us improve our RFP processes.






# DCHS Contractor Survey on RFP Processes



## 1. For what program area(s) have you contracted with King County, either currently or in the past? (pick all that apply)

		Response Percent	Response Count
Aging services		4.7%	4
Community development		5.8%	5
Developmental disabilities		16.3%	14
Employment		16.3%	14
<b>Homeless services</b>		<b>48.8%</b>	<b>42</b>
Housing (capital)		17.4%	15
Housing (non-capital)		25.6%	22
Information and referral		8.1%	7
Mental Health		23.3%	20
Prevention (substance abuse, mental health and/or violence)		16.3%	14
Public Defense		0.0%	0
Substance abuse		14.0%	12
Women's services		15.1%	13
Youth services		14.0%	12
Other (please specify)		8.1%	7
		<b>answered question</b>	<b>86</b>
		<b>skipped question</b>	<b>1</b>

**2. Sometimes DCCHS joins other human services funders into a combined single RFP process. Do you prefer this combined RFP process?**

		Response Percent	Response Count
Strong preference for		25.0%	19
Moderate preference for		25.0%	19
<b>Neutral/No preference</b>		<b>36.8%</b>	<b>28</b>
Moderate preference against		7.9%	6
Strong preference against		5.3%	4
		<b>answered question</b>	<b>76</b>
		<b>skipped question</b>	<b>11</b>

**3. Are there other funding sources we should be coordinating with? If so, what are they?**

	Response Count
	24
<b>answered question</b>	<b>24</b>
<b>skipped question</b>	<b>63</b>

**4. Do you have any other comments about how RFPs are funded?**

	Response Count
	26
<b>answered question</b>	<b>26</b>
<b>skipped question</b>	<b>61</b>

**5. What is the best method of notifying you about an RFP?**

		Response Percent	Response Count
King County website		1.3%	1
<b>King County email notification</b>		<b>88.2%</b>	<b>67</b>
Subscription website		0.0%	0
Other website		0.0%	0
Postal service		6.6%	5
Other (please specify)		3.9%	3
<b>answered question</b>			<b>76</b>
<b>skipped question</b>			<b>11</b>





**6. Do you feel the notice of RFP is reaching all potential applicants?**

		Response Percent	Response Count
<b>Definitely</b>		<b>59.7%</b>	<b>43</b>
Somewhat		31.9%	23
Definitely not		8.3%	6
<b>answered question</b>			<b>72</b>
<b>skipped question</b>			<b>15</b>

**7. If you answered somewhat or definitely not in the previous question, which groups are we missing?**






	Response Count
	20
<b>answered question</b>	<b>20</b>
<b>skipped question</b>	<b>67</b>

**8. When is the best time of the year to release an RFP?**

		Response Percent	Response Count
Jan-March		27.5%	19
<b>April-June</b>		<b>39.1%</b>	<b>27</b>
July-Sept		23.2%	16
Oct-Dec		10.1%	7
	<b>answered question</b>		<b>69</b>
	<b>skipped question</b>		<b>18</b>








**9. If it were available, how likely would your agency be to seek technical assistance before a RFP is released?**

		Response Percent	Response Count
Extremely likely		15.8%	12
<b>Very likely</b>		<b>42.1%</b>	<b>32</b>
Moderately likely		30.3%	23
Slightly likely		7.9%	6
Not at all likely		3.9%	3
<b>answered question</b>			<b>76</b>
<b>skipped question</b>			<b>11</b>






**10. Do you have other comments about the pre-proposal/RFP notification period?**

	Response Count
	25
<b>answered question</b>	<b>25</b>
<b>skipped question</b>	<b>62</b>

**11. Is the length of the application appropriate? Do you have enough space to describe your agency?**

		Response Percent	Response Count
Far too short, would like much more space		1.6%	1
Too short, would like some additional space		14.1%	9
<b>About right</b>		<b>76.6%</b>	<b>49</b>
Too long, would like less space		4.7%	3
Far too long, would like much less space		3.1%	2
		<b>answered question</b>	<b>64</b>
		<b>skipped question</b>	<b>23</b>

**12. How well do the RFP questions allow you to accurately describe your program?**

		Response Percent	Response Count
Extremely well, my program is accurately described		13.6%	9
<b>Moderately well</b>		<b>68.2%</b>	<b>45</b>
Neutral, neither well nor poorly		15.2%	10
Moderately poorly		1.5%	1
Extremely poorly, my program is misrepresented		1.5%	1
		<b>answered question</b>	<b>66</b>
		<b>skipped question</b>	<b>21</b>

**13. Is there any element of the RFP that you feel is superfluous or duplicative? If so, what are they?**

	Response Count
	21
answered question	21
skipped question	66

**14. How easy is it to understand and complete the budget forms we request from your agency?**

		Response Percent	Response Count
Extremely clear/easy to complete		16.9%	11
<b>Moderately clear/easy to complete</b>		<b>56.9%</b>	<b>37</b>
Neither clear nor unclear, neither easy nor difficult to complete		15.4%	10
Moderately unclear/difficult to complete		9.2%	6
Extremely unclear/difficult to complete		1.5%	1
	answered question		65
	skipped question		22

**15. Is there a better way to present your budget?**

	Response Count
	16
answered question	16
skipped question	71



**16. What is your preferred time of day for RFP responses to be due?**

		Response Percent	Response Count
9am		1.5%	1
12pm		3.0%	2
3pm		7.6%	5
<b>5pm</b>		<b>65.2%</b>	<b>43</b>
No preference		21.2%	14
Other (please specify)		1.5%	1
<b>answered question</b>			<b>66</b>
<b>skipped question</b>			<b>21</b>





**17. What is your preferred method for submitting an RFP response?**

		Response Percent	Response Count
Signed hardcopy via mail		11.9%	8
Signed hardcopy delivered in person		10.4%	7
<b>Signed pdf via email</b>		<b>58.2%</b>	<b>39</b>
Signed pdf via website		13.4%	9
Other (please specify)		6.0%	4
<b>answered question</b>			<b>67</b>
<b>skipped question</b>			<b>20</b>

**18. Are there any barriers to your using a web-based process to submit an RFP response?**

		Response Percent	Response Count
Yes		10.4%	7
No		89.6%	60
<b>answered question</b>			<b>67</b>
<b>skipped question</b>			<b>20</b>

**19. Do you have sufficient time to respond to the RFP?**

		Response Percent	Response Count
Excessive amount of time		0.0%	0
Plenty of time		11.9%	8
<b>About the right amount of time</b>		<b>49.3%</b>	<b>33</b>
A little short on time		34.3%	23
Definitely not enough time		4.5%	3
<b>answered question</b>			<b>67</b>
<b>skipped question</b>			<b>20</b>






**20. How helpful are Bidder's conferences?**

		Response Percent	Response Count
Extremely helpful		23.4%	15
<b>Moderately helpful</b>		<b>48.4%</b>	<b>31</b>
Neutral, neither helpful nor unhelpful		18.8%	12
Moderately unhelpful		9.4%	6
Extremely unhelpful		0.0%	0
<b>answered question</b>			<b>64</b>
<b>skipped question</b>			<b>23</b>

**21. Do you feel oral interviews or presentations should be included in the RFP process?**

		Response Percent	Response Count
Definitely, always		4.5%	3
Often		12.1%	8
<b>Sometimes</b>		<b>43.9%</b>	<b>29</b>
Rarely		27.3%	18
Never		12.1%	8
<b>answered question</b>			<b>66</b>
<b>skipped question</b>			<b>21</b>

**22. Would assigning more points for cultural competency be supported by your agency?**

		Response Percent	Response Count
Strongly support		34.4%	22
Moderately supported		28.1%	18
Neutral		23.4%	15
Moderately unsupported		12.5%	8
Strongly unsupported		1.6%	1
<b>answered question</b>			<b>64</b>
<b>skipped question</b>			<b>23</b>

**23. Is there anything else about the RFP process you'd like us to know?**

		Response Count
		23
<b>answered question</b>		<b>23</b>
<b>skipped question</b>		<b>64</b>

**Page 1, Q1. For what program area(s) have you contracted with King County, either currently or in the past? (pick all that apply)**

1	Domestic Violence	Jun 13, 2012 11:19 AM
2	Youth and Family Services	Jun 11, 2012 5:31 PM
3	Shelter	Jun 6, 2012 11:56 AM
4	Veteran Services	Jun 5, 2012 3:19 PM
5	Services for formerly homeless families in permanent housing	Jun 5, 2012 2:19 PM
6	Veterans Programs	Jun 5, 2012 1:13 PM
7	Food Bank	Jun 5, 2012 10:44 AM





**Page 2, Q3. Are there other funding sources we should be coordinating with? If so, what are they?**

1	United Way of King County	Jun 13, 2012 4:22 PM
2	United Way	Jun 11, 2012 3:32 PM
3	City State DSHS	Jun 11, 2012 10:46 AM
4	Division of Vocational Rehabilitation and Social Security Administration	Jun 11, 2012 7:17 AM
5	no	Jun 8, 2012 2:24 PM
6	Some coordination with City Human Services Dept General Fund and McKinney would help in assigning costs in shelter and transitional housing. We need both City and County to be willing to fund the infrastructure required to use and administer funds (accounting, IT, other admin and overhead). County and city should allow providers to logically assign admin cost without requiring extra time-keeping. I am not sure how much is in county control (vs state requirements).	Jun 8, 2012 11:54 AM
7	N/A	Jun 7, 2012 12:03 PM
8	mental health	Jun 7, 2012 10:29 AM
9	It would be good if the CDBG \$\$ and process were included in combined NOFAs.	Jun 6, 2012 1:50 PM
10	no	Jun 6, 2012 10:26 AM
11	It would be fantastic to bring the HSFC cities in for homeless services.	Jun 6, 2012 8:00 AM
12	Don't know of any funding sources that would coordinate without the need for more middle management coordination, thus getting less money to the direct service providers.	Jun 5, 2012 3:14 PM
13	As many times as this has been tried, the obstacle seems to be lack of agreement on outcomes and measurement. Overall, the county has had the more realistic and reasonable processes, so please don't cooperate only to muddy the county's process.	Jun 5, 2012 2:45 PM
14	No suggestions	Jun 5, 2012 2:26 PM
15	OCVA	Jun 5, 2012 1:36 PM
16	Not that I am aware of. We usually are able to define and capture other funds that may exist and use them to augment the project or program services.	Jun 5, 2012 1:21 PM
17	United Way	Jun 5, 2012 12:51 PM
18	Building Changes	Jun 5, 2012 11:46 AM
19	FEDERAL	Jun 5, 2012 11:10 AM
20	Don't know	Jun 5, 2012 10:49 AM
21	No preference.	Jun 5, 2012 10:45 AM

**Page 2, Q3. Are there other funding sources we should be coordinating with? If so, what are they?**

22	City of Seattle	Jun 5, 2012 10:41 AM
23	City of Seattle, United Way of King County	Jun 5, 2012 10:36 AM
24	United way?	Jun 5, 2012 10:35 AM



**Page 2, Q4. Do you have any other comments about how RFPs are funded?**

1	Open dialog for application process	Jun 13, 2012 4:22 PM
2	no	Jun 11, 2012 3:32 PM
3	It's important to try to have goals/outcomes not be in conflict with one another as that forces us to choose and limits our funding.	Jun 11, 2012 10:46 AM
4	Recent RFPs that included re-packaged funds from State of Washington through King County were full of restrictions and requirements that made it almost impossible to apply; instructions were more confusing than usual and several of our agency applications were disqualified, which is very unusual for us, due to our experience in responding to RFPs.	Jun 8, 2012 3:11 PM
5	no	Jun 8, 2012 2:24 PM
6	It is difficult to negotiate cost categories when projects requests are not fully funded (non-capital). More time for negotiation should be built into contracting timeframes.	Jun 8, 2012 11:54 AM
7	There should be funding designated or an RFP processes specifically for marginalized and specialized communities such as refugee and immigrant populations. Sometimes fundings are so competitive with accessing services just for our communities.	Jun 7, 2012 12:03 PM
8	no	Jun 7, 2012 10:29 AM
9	The separation between Time-Limited and Non-Time-Limited Housing programs/funding is confusing, but not sure there is anyway to make it less confusing.	Jun 7, 2012 8:52 AM
10	No	Jun 7, 2012 8:10 AM
11	no	Jun 6, 2012 10:26 AM
12	More explicit information about the funding priorities (e.g. new vs. previously funded) would help optimize the number and mix of responses we submit.	Jun 6, 2012 8:00 AM
13	It is important to recognize the importance of trying to meet prior funding commitments when merging funds or RFPs. It is very hard on a small organization to lose a few thousand dollars when funds merge.	Jun 5, 2012 7:45 PM
14	Stay open to new Drug/Alcohol providers. Sometimes feel as if newly certified agencies may not stand a chance in 2014 since money is tight.	Jun 5, 2012 5:14 PM
15	The need for less middle management coordination and regulation for regulation sake (providers are professionals in their fields) would help get more of the money to the direct service providers. Thus, more service could be provided to those in need.	Jun 5, 2012 3:14 PM
16	I like logic models and clear connections between outputs, indicators and outcomes.	Jun 5, 2012 2:45 PM
17	The only issue is with multiple funders with different eligibility requirements it is confusing for the applicants.	Jun 5, 2012 2:26 PM

**Page 2, Q4. Do you have any other comments about how RFPs are funded?**

18	Please provide the field with clear explanation of funding streams. Many sources have been combined and/or renamed over time. Please discontinue use of acronyms not explained within documents. This assumes prior knowledge that may not exist.	Jun 5, 2012 2:10 PM
19	The downside is that the RFP process (generally speaking) may result in only one bidder, and that though this is sometimes necessary, it does create a large amount of busy work and results in nothing new. I believe that some programs have good to excellent track records, and that programs that have had difficulties should be the ones that are offered RFP prior to renewal.	Jun 5, 2012 1:21 PM
20	There is no money put aside for agency that have refugees services expertise	Jun 5, 2012 11:59 AM
21	I do not support using community advisory boards for the selection process, especially those composed on a specialty group of people (i.e. veterans). Staff know the system and the competencies of the organizations the best. Community members often have a bias and that has certainly been our experience.	Jun 5, 2012 11:53 AM
22	no	Jun 5, 2012 11:45 AM
23	No	Jun 5, 2012 10:49 AM
24	Keep the applications simple.	Jun 5, 2012 10:48 AM
25	Not at this time.	Jun 5, 2012 10:45 AM
26	RFP's make sense when there are multiple agencies qualified to provide similar services to similar populations. There are also times when it makes sense to consider using alternative processes, including collaborative processes or sole source contracts. In any RFP process, consideration should be give to the the overall array of services/target populations desired around the County in addition to ratings of individual proposals.	Jun 5, 2012 10:41 AM

**Page 3, Q5. What is the best method of notifying you about an RFP?**

1	Email or Postal Service (for existing contract providers)	Jun 5, 2012 1:29 PM
2	CEH email list; HDC email list	Jun 5, 2012 12:39 PM
3	email alert	Jun 5, 2012 10:46 AM



**Page 3, Q7. If you answered somewhat or definitely not in the previous question, which groups are we missing?**

1	Smaller nonprofits	Jun 13, 2012 4:23 PM
2	I'm actually not sure, though we are notified.	Jun 11, 2012 10:49 AM
3	I answered somewhat because I do not know who is being reached and who is not. typically, the established service providers are in the know - it is the smaller and newer groups that are more likely to be missed. If you include South King Council for Human Services and Eastside Human Service Council and other similar groups that has good potential to reach those smaller, newer groups in the regions.	Jun 8, 2012 3:15 PM
4	People of color, LGBTQ organizations	Jun 8, 2012 2:25 PM
5	Within homeless and housing notification is good but we do not get info about opportunities in Mental Health, DD, employment or Aging. We need to get on the list.	Jun 8, 2012 11:58 AM
6	organizations that may not always be "in the loop"	Jun 8, 2012 8:50 AM
7	As convenient as email is and adding information to a website, this information is only reaching those who have an existing connection with King County and/or have the technical skills/understanding of funding, etc to seek information; in addition, to having access to a computer. Subscription to grant websites (even those that have free resources), still requires an individual to know such sites and have the skills/knowledge to maneuver on site and understand the information. Other methods to consider when notice of RFP is available: posters placed in community spaces; mailed letters or direct phone calls (especially if specific agencies are doing the work and you wish they would apply) -there may be challenges (ie. time, abilities, capacity) that prevent them from doing so; holding multiple informational workshops at convenient locations for community members and timely announcement of such events.	Jun 7, 2012 8:34 AM
8	Improvements are being noted, but increased participation from small and minority populations organizations is desired.	Jun 6, 2012 1:52 PM
9	Works for our main stream program	Jun 6, 2012 11:58 AM
10	Smaller and new community-based groups.	Jun 6, 2012 8:04 AM
11	new organizations	Jun 5, 2012 7:47 PM
12	Professionals in all of the social sciences.	Jun 5, 2012 3:17 PM
13	As I am not sure who all receives the notifications I just to be sure the smaller agencies are included.	Jun 5, 2012 2:26 PM
14	Eligible applicants who never before received funds from KC	Jun 5, 2012 1:59 PM
15	could expand your reach to education	Jun 5, 2012 1:37 PM
16	Marginalized communities, new organizations	Jun 5, 2012 1:36 PM
17	Refugees and immigrants services providers	Jun 5, 2012 12:01 PM



**Page 3, Q7. If you answered somewhat or definitely not in the previous question, which groups are we missing?**

18	Not sure, we just don't see them consistently.	Jun 5, 2012 11:47 AM
19	Would need to see full list of recipients.	Jun 5, 2012 10:50 AM
20	Based on the attendance of the last bidder's conference I attended it appeared that there were more housing providers than employment providers.	Jun 5, 2012 10:37 AM



**Page 3, Q10. Do you have other comments about the pre-proposal/RFP notification period?**

1	A recent RFP went through procurement and the process was considerably more complicated than prior RFP's. Simplified language would be preferred.	Jun 13, 2012 2:48 PM
2	As much time as possible between notification and due date. Two weeks is not really enough time.	Jun 13, 2012 11:20 AM
3	NO	Jun 11, 2012 3:33 PM
4	If we could have at least a month notice, that would help.	Jun 11, 2012 10:49 AM
5	no	Jun 8, 2012 2:25 PM
6	Pre-proposal information for capital projects needs to be out very early. Pre-proposal for all others should be scheduled early so that general info is available in time to decide if we should apply.	Jun 8, 2012 11:58 AM
7	No preference for the time line, just allow plenty of it	Jun 7, 2012 2:47 PM
8	N/A	Jun 7, 2012 12:05 PM
9	more time between notification and deadline for proposal	Jun 7, 2012 10:51 AM
10	longer is better	Jun 7, 2012 10:30 AM
11	Recently participated in the Bidder's Conference for the Veteran's Levy for Employment services and found it difficult to follow the formal contracting process for a human services program.	Jun 7, 2012 8:57 AM
12	Give sufficient time between release of RFP to submission deadline.	Jun 7, 2012 8:34 AM
13	have tried to set up pre-app, pre-preposal meetings with HFP staff but they have been too busy.	Jun 6, 2012 10:28 AM
14	More information about/emphasis on the theory behind the RFP would help our org respond more strategically.	Jun 6, 2012 8:04 AM
15	more details about what we have to have to finish the grant:like an architect estimate	Jun 5, 2012 3:56 PM
16	no	Jun 5, 2012 3:17 PM
17	Time of year doesn't matter, but January thru December contracts are easier on agency accounting. August is a horrible time- no one is around.	Jun 5, 2012 2:48 PM
18	Considering that King County uses a Jan-Dec Fiscal year, I suspect earlier is better for the RFP process since this gives sufficient time to evaluate each submission. However, since some programs also operate on the state fiscal year, this means that January through June is extremely busy with legislative session and end of fiscal year and biannual fiscal year all happening Jan - June. Given these elements, July - September would likely be best. Oct-Dec would not be best for King County government due to short turn around times. Thank you for the opportunity to comment.	Jun 5, 2012 1:29 PM
19	There is should be enough time and discussion that is inclusive before RFP is	Jun 5, 2012 12:01 PM

**Page 3, Q10. Do you have other comments about the pre-proposal/RFP notification period?**

	released or after it has been released.	
20	no	Jun 5, 2012 11:45 AM
21	Re: 8 above there really never seems to be any good times. the key piece is to have it open long enough that if it does conflict with other matters, it's giving agecnies the opprotunity to work around their schedules. - and yes, no matter how much time you give, most will be pushed to the deadline anyway. but that's shame on us if we procrastinate (including me). For me, i might have it done early, but still wait to submit in case something changes.	Jun 5, 2012 11:32 AM
22	No	Jun 5, 2012 10:50 AM
23	No	Jun 5, 2012 10:50 AM
24	none.	Jun 5, 2012 10:46 AM
25	Timing should be coordinated with other funders. There needs to be plenty of advance notice of when an RFP will be issues so that key staff schedules can be arranged accordingly, especially getting into summer months.	Jun 5, 2012 10:44 AM



**Page 4, Q13. Is there any element of the RFP that you feel is superfluous or duplicative? If so, what are they?**

1	No.	Jun 13, 2012 3:57 PM
2	can't think of any-mainly because we haven't had a recent RFP	Jun 11, 2012 3:34 PM
3	Cultural competency questions can be redundant when service population etc are described earlier.	Jun 8, 2012 12:01 PM
4	cannot recall	Jun 7, 2012 2:48 PM
5	sometimes duplicative questions about cultural issues/resonsiveness	Jun 7, 2012 10:40 AM
6	Target population and description of community need - these usually cover the same types of information or could be combined into a single response.	Jun 7, 2012 8:59 AM
7	Difficult to answer without reviewing past RFP's. Can not give feedback at this time.	Jun 7, 2012 8:40 AM
8	The Cultural Competence section is always a tap dance... Presently we are submitting a proposal to SAMHSA and their approach to rating cultural competence is to expect to see it throughout the document, not in a designated section.	Jun 6, 2012 1:58 PM
9	The boilerplate can be tedious to read through, but its necessity is understood.	Jun 6, 2012 8:08 AM
10	yes	Jun 5, 2012 3:58 PM
11	I haven't see an RFP from DCHS for a few years, so it is difficult to answer these questions. As I remember, the last RFP I saw was lengthy and somewhat unclear.	Jun 5, 2012 3:27 PM
12	I have seen several RFP processes from different departments. Standardization would be helpful, with perhaps variation in complexity or depth of info required.	Jun 5, 2012 2:50 PM
13	Questions about outreach in light of 211 and coordinated entry	Jun 5, 2012 2:26 PM
14	HMIS data section is duplicative. This information is seemingly readily available outside of the application process.	Jun 5, 2012 2:11 PM
15	the MIDD grant had redundant questions by which it does not allow for a coherent read after the fact of the full program design. It is helpful to organize an RFP with the perspective of how rely upon it as program guidance once awarded.	Jun 5, 2012 1:40 PM
16	Memory being what it is, I do not fully recall the form of the KC RFP format. Sorry.	Jun 5, 2012 1:34 PM
17	no	Jun 5, 2012 11:46 AM
18	Re: 11 sometimes some sections are too short. most of the time it's fine.	Jun 5, 2012 11:34 AM
19	none.	Jun 5, 2012 10:46 AM
20	I feel some of the questions are too similar.	Jun 5, 2012 10:44 AM

**Page 4, Q13. Is there any element of the RFP that you feel is superfluous or duplicative? If so, what are they?**

21	The budget description and the budget narrative seemed a bit superfluous.	Jun 5, 2012 10:40 AM
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**Page 4, Q15. Is there a better way to present your budget?**

1	No.	Jun 13, 2012 3:57 PM
2	not that I can think of	Jun 11, 2012 3:34 PM
3	If contracted funds need to be divided btw services, operating and admin then definitions need to be provided in application process. Also provide way for applicants to tell you if other funding supporting the program is or is not flexible as to cost catagory.	Jun 8, 2012 12:01 PM
4	forms not always a good match with how agency budgets are laid out	Jun 8, 2012 8:52 AM
5	No suggestion.	Jun 7, 2012 8:40 AM
6	The level of detail required in the budget ought to be reduced, leaving more autonomy to the contractor. If greater details are needed it should come during the contracting period.	Jun 6, 2012 1:58 PM
7	Design the forms to allow for more explanation of budget elements that fall in the "square peg, round hole" category - change the prescriptive/descriptive balance.	Jun 6, 2012 8:08 AM
8	a simple one	Jun 5, 2012 3:58 PM
9	Simple is always the best approach to budget questions.	Jun 5, 2012 3:27 PM
10	It's our job to make our budget figures fit your template, as long as what's required falls within the bounds of common sense. Just don't go federal on us!	Jun 5, 2012 2:50 PM
11	Allow agencies to present on our own with King County instructions.	Jun 5, 2012 1:38 PM
12	Budget forms are essentially the invoicing tools. They are clear. The other forms (Service and Activities Reporting) are OK, but do invite a degree of confusion. Usually a call to staff can resolve; yet as staff change there are historical definitions that can become lost. Again, this not a major issue. It is always resolved, and staff have been excellent.	Jun 5, 2012 1:34 PM
13	While it would be more work, it might be easier to break the budget out per year, since most times the expenses are not consistent from year to year (ie--start up costs in year one).	Jun 5, 2012 12:23 PM
14	no	Jun 5, 2012 11:46 AM
15	Don't know	Jun 5, 2012 10:51 AM
16	no comment.	Jun 5, 2012 10:46 AM

**Page 5, Q16. What is your preferred time of day for RFP responses to be due?**

1	midnight	Jun 5, 2012 1:37 PM
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**Page 5, Q17. What is your preferred method for submitting an RFP response?**

1	email without signature.	Jun 8, 2012 12:09 PM
2	allow for all above options. Post date of mail is one day before time date of hand delivery	Jun 5, 2012 1:42 PM
3	Having personal experience with the fact that what can go wrong with one method, will be covered by another. I personally prefer to send by electronic method (the abbreviated elements of the proposal, perhaps), and hand carry the hard copy with all details and signatures.	Jun 5, 2012 1:39 PM
4	depends on size, but generally email	Jun 5, 2012 11:47 AM



**Page 5, Q23. Is there anything else about the RFP process you'd like us to know?**

1	Re #18: Using a web-based process is OK if it is supported on multiple browsers.	Jun 13, 2012 4:00 PM
2	Application processes should be closely tied to one main service area. Rules for eligibility for service recipients should be identified in advance.	Jun 13, 2012 2:51 PM
3	No	Jun 11, 2012 3:35 PM
4	King County wants or requires strong administrative infrastructure over and above basic accounting. These are not supported by available resources. Examples include: Training and planning in cultural competency and un-doing institutional racism, emergency planning, etc. We support the goals but lack time and resources to meet them. We struggle each day to meet the survival needs of our clients and have difficulty prioritizing scarce resources to meet the additional goals. The burden falls too heavily on the non-profits to meet these social goals and we end up reducing hours of service to homeless people and keeping staff salaries so low that social equity goals are not met. Too many of our staff qualify for our services based on salary/benefits we can afford to pay.	Jun 8, 2012 12:09 PM
5	In our case this was a new grant. There were many sections in the guidelines and contract that were not at all clear on the application, that in turn impacted the amount of staff time it would take to administer this grant.	Jun 7, 2012 2:50 PM
6	We strongly feel that agencies need more time to complete applications and also more notice of when a RFP will be released so we can plan our work and allocate time for the application. At least 5 weeks notice ahead of release and then 5 weeks to complete would be best for our agency.	Jun 7, 2012 9:02 AM
7	A couple recent RFPs have had extremely short turnarounds, which severely hampers our ability to respond. Please have a minimum of five weeks between release and submission deadline.	Jun 6, 2012 8:11 AM
8	Thanks for focusing on fairness, vs. existing relationships!	Jun 5, 2012 5:16 PM
9	very technical	Jun 5, 2012 4:00 PM
10	A simple and precise RFP process from a government agency would be wonderful.	Jun 5, 2012 3:27 PM
11	Adding points for cultural competence is good, but please attempt to quantify it in some way. Pay attention to diversity as well as cultural competence; pay attention to the roles women play in decision making, to ensure women's voices are heard, especially in some non-European monocultural organizations.	Jun 5, 2012 2:55 PM
12	A greater emphasis placed on applicant's ability to collect, verify and analyze data to better serve clients and for internal decision making	Jun 5, 2012 2:27 PM
13	The process would be improved overall with more detail and greater transparency. Specifically by providing more detail in how the review process is conducted and criteria for ratings/ranking assigned and how much of the requested funding will be awarded, transparency on funding available specifically with regard to commitments or requirements (if they exist) to support existing programs, ie continued funding for certain critical services vs. new or expanded	Jun 5, 2012 2:27 PM

**Page 5, Q23. Is there anything else about the RFP process you'd like us to know?**

	program funding available, publication of criteria for selection of reviewers with clear processes to ensure against potential bias particularly with regard to prior employment or associations on board of directors etc, and awards should be announced with reasonable time for programs to develop responses to funding cuts or increases prior to the beginning of the contract period.	
14	A better explanation of how the process works - how are we notified - what is the timeline for notification and how can we find out.	Jun 5, 2012 1:40 PM
15	Sometimes it is very helpful to have a go-to person who could offer clarification about certain information requests.	Jun 5, 2012 1:39 PM
16	preferable assigning more points to agencies that have the expertise to provide services and are culturally providing services at the time of the RFP, hiring staff that speak the language and sending them to culturally competency training is not the same as operating agency that meets the culture, language of the clients both environmentally and in person.	Jun 5, 2012 12:05 PM
17	The should all be moved to being submitted via email or the web. It is a disadvantage having to get them downtown if an agency is in the far reaches of the county.	Jun 5, 2012 11:51 AM
18	no	Jun 5, 2012 11:47 AM
19	Re: 19 it depends what else is going on Re: 21 never really thought about. probably would be helpful to answer questions that reviewers have Re: 22 It depends on what it is. there is more i would like our agency to do, but then we are constrained by cost	Jun 5, 2012 11:37 AM
20	If there is scoring, the applicant should be apprised of its score whether or not it is the apparent successful RFP	Jun 5, 2012 10:53 AM
21	Not at this time.	Jun 5, 2012 10:47 AM
22	Complexity and length of the RFP should be reflective of the amount of potential funding - ie an rfp for grants expected to be in the 10-50K range should not be very complex.	Jun 5, 2012 10:46 AM
23	The extra points for subcontracting to a small businesses was confusing as we are a nonprofit. It seemed that we were at a disadvantage, and it was hard to figure out how we could utilize this given the scope of the work. I think this requirement should be reconsidered based on the scope of work for each RFP and if its relevant.	Jun 5, 2012 10:42 AM

**DCCH Focus Group on RFP Processes**

6/18/2012

12:30 – 1:30 p.m.

Summary:

- DCCH very good at coordinating the various funding sources, and has the experience and expertise to handle these complicated projects.
- This is very complicated system that cannot be taken on by someone without knowledge and experience.
- Review process can be very difficult. Hard to find reviewers without conflict of interest, too many applications to read every one.
- General concern about handing CSD processes over to PCSS. Concerned about the additional time added to the process, they don't understand the technical parts. Appreciate that PCSS could do some of the more run-of-the-mill processes, and would add objectivity to the process.
- Feeling that unsuccessful bidders can go complain to Exec/Council and get funded. They've learned to short-circuit the process because it works.
- Potential to bring technology in: web-based processes (but concerns about how other funders would feel).

	<b>General</b>	<b>Pre-App</b>	<b>App Development</b>	<b>Release</b>	<b>Review</b>	<b>Award/Appeals</b>
<b>Strengths</b>	<ul style="list-style-type: none"> <li>• Solid coordination among many funders, setting priorities, allocating funds which includes about six different funders (private, public, multiple jurisdictions)</li> <li>• Gap filling/make a project WHOLE</li> <li>• Have built trust of other funders</li> <li>• Shortening development time for projects/applicants</li> <li>• KC staff does legislative work &amp; fundraising – multiple sources</li> </ul>	<ul style="list-style-type: none"> <li>• Financing is coordinated a LOT of the time</li> <li>• Relationships</li> <li>• Opportunities for small orgs</li> <li>• MHCADSD provides pre-app training to applicants before RFP is released</li> <li>• CAPITAL - takes 1-2 years to develop a project jointly. Provide TA for projects in the pipeline</li> <li>• ORS – NOFA, bidders conf, Q&amp;A, TA</li> </ul>	<ul style="list-style-type: none"> <li>• Have technical expertise to write guidance</li> <li>• We have the staff time to do it properly (as opposed to handing it off to PCSS)</li> <li>• NOFA priorities written, takes 1 to 2 months to write.</li> </ul>	<ul style="list-style-type: none"> <li>• Services &amp; operating released in August, due in Sept. Capital staggered by a week.</li> <li>• NOFA being streamlined from 14 to 6 steps</li> </ul>	<ul style="list-style-type: none"> <li>• Capital reviews through Thanksgiving</li> <li>• MHCADS add score for past performance, references, interviews clarifying in addition to application review</li> </ul>	<ul style="list-style-type: none"> <li>• Capital: back to funders for award decision in early Dec</li> </ul>

	<b>General</b>	<b>Pre-App</b>	<b>App Development</b>	<b>Release</b>	<b>Review</b>	<b>Award/Appeals</b>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>• One-time \$ often not RFP'd</li> <li>• Increased competitiveness for providers; stakes of the one app are very high</li> <li>•</li> </ul>		<ul style="list-style-type: none"> <li>• Increased size &amp; complexity (not necessarily a bad thing)</li> </ul>		<ul style="list-style-type: none"> <li>• Complex, sometimes get over 100 applications, each app is read four times, nobody reads ALL apps</li> <li>• Lack of priorities can lead to a change at review stage; reviewers hate that</li> <li>• Volunteer reviewer: some are unprepared, some very diligent, they have other duties/time constraints</li> <li>• In small communities, all reviewers know the programs (lots of history)</li> <li>• Difficult to avoid conflicts of interest</li> </ul>	<ul style="list-style-type: none"> <li>• Timing, award letters currently take a LONG time and providers are affected (can't get bank loan)</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>• Procurement could provide: <ul style="list-style-type: none"> <li>○ Objectivity</li> <li>○ technical expertise</li> <li>○ Release Question &amp; Answer</li> <li>○ Bidders conference award letters – protects from appeals – technical review, only appeal possibility</li> <li>○ Not development or review</li> </ul> </li> <li>• Web-based</li> <li>• RFP's NOFA offer opening for small, new organizations</li> <li>• Standardize processes/policies across depts./divisions</li> </ul>				<ul style="list-style-type: none"> <li>• MHCADS – expert panels for each segment of treatment system</li> <li>• UWKC electronic reviews web-based</li> </ul>	<ul style="list-style-type: none"> <li>• Bellevue: has a pot of \$, uses categories of good/bad instead of ranking scale. Then distributes according to funder need</li> </ul>

	<b>General</b>	<b>Pre-App</b>	<b>App Development</b>	<b>Release</b>	<b>Review</b>	<b>Award/Appeals</b>
<b>Threats</b>	<ul style="list-style-type: none"> <li>• Lack of \$\$\$. Funders could pull out at any time.</li> <li>• Difficult to simplify to have procurement help</li> <li>• Shrinking unincorporated areas eliminates some opportunity</li> <li>• Vulnerable to lawsuits</li> <li>• Older organizations who are eliminated can go to political/council</li> </ul>		<ul style="list-style-type: none"> <li>• Staff time to prep pre-disposes to bigger orgs, smaller orgs take more staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinating funders must agree to a web-based system</li> </ul>	<ul style="list-style-type: none"> <li>• Geography: Sometimes must change score or award to lower scorers for geographic distribution</li> <li>• make sure department followed own review process</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement can't change the criteria later; can have consequences if a great grant writer covers up poor performance</li> <li>• Organizations can go to exec/council and short-circuit the process and get funding. Becomes political no matter what. Staff aren't backed up, orgs learn this works.</li> </ul>



## Participant Summary Notes

The following are some summary notes from the DCHS focus group yesterday (participants were DCHS program staff that do procurements):

### **DCHS focus group – 6/18/12**

Procurement process is complicated but it works. Shouldn't be tweaked.

PCSS facilitates the issuance of the RFP to a list of MHCADSD-provided vendors, Q&A and the award tasks – MHCADSD does everything else.

PCSS is able to instill objectivity into the procurement process

Pre-app meetings are useful to prepare vendors, pre-screen vendors, weed out unprepared vendors. Also helps smaller vendors to build relationships.

Amount of time that goes into CSD procurement process – too much for PCSS to handle

CSD – applications are not read by all the reviewers. Reviewers are volunteers – difficult to maintain standards because they can't dedicate the time.

United Way does electronic applications and reviews – real time saver once you get over the learning curve

CSD award letters go through a time-consuming process but it is being streamlined in a lean process.

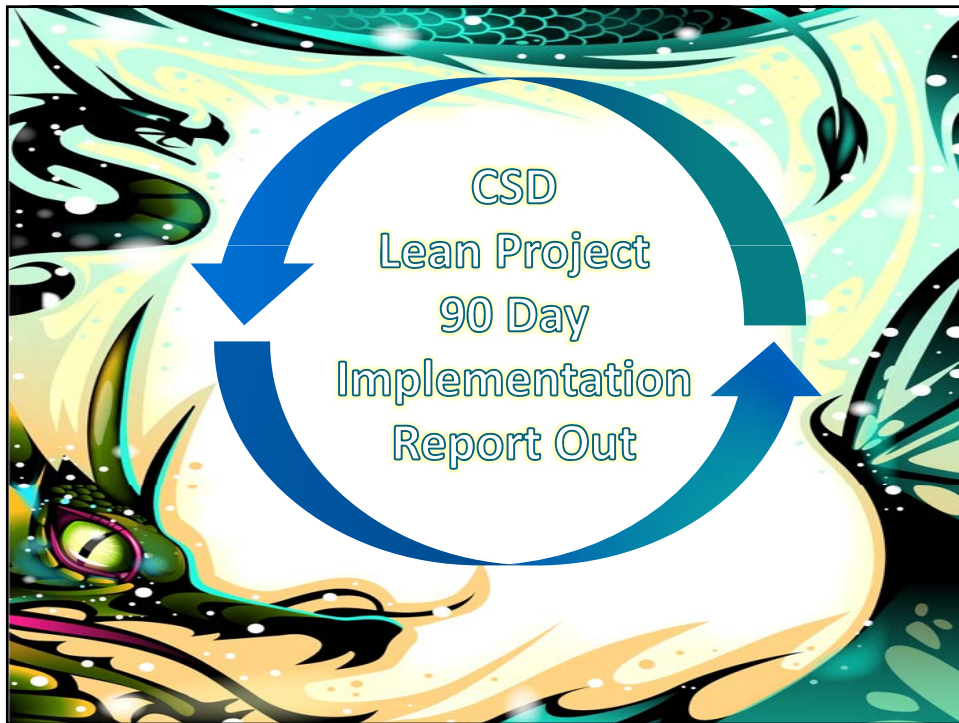
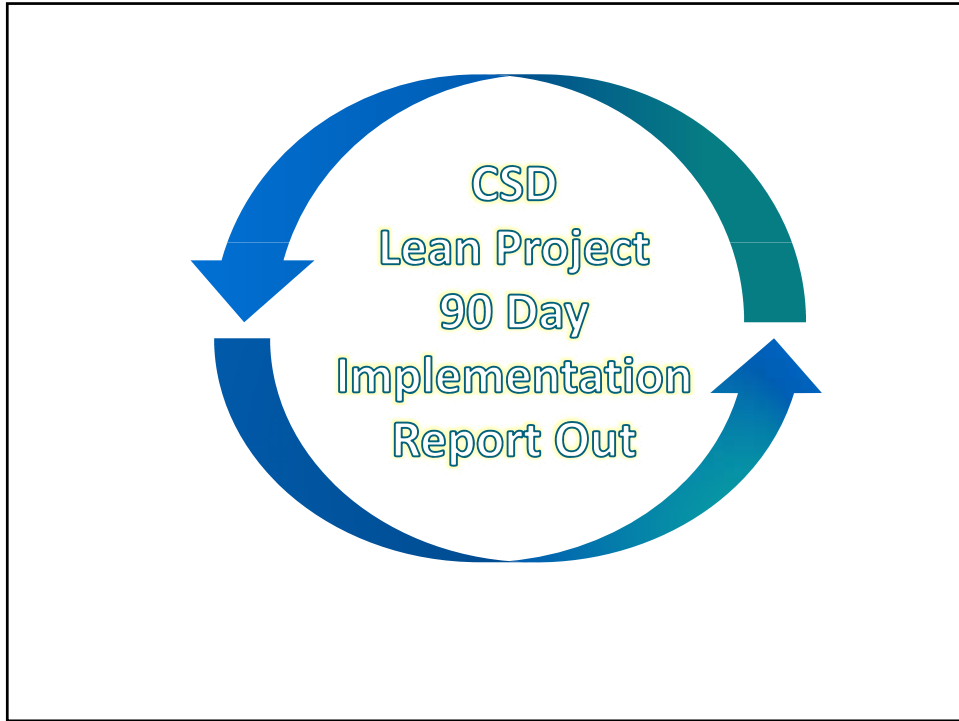
Protestors that complain loudly to the Exec/County Council member eventually get funding (gets political). Demoralizing to review staff if their decisions are over-ridden.

Sounds like divisions will add criteria to modify results if scoring spits out unqualified providers.

**DRAFT Kaizen Event Charter**

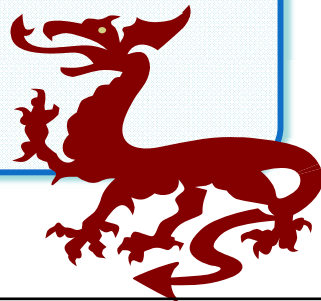
Target process	Department of Community & Human Services (DCHS) Community Services Division (CSD) contract initiation process
Problem description	<p>The Community Services Division (CSD) has multiple human services contracts with the same community based not for profit contractors.</p> <p>This reduces the division’s ability to coordinate services across contracts and makes it difficult to present accurate information about clients, services, and contractors to management and policy directors. When inaccurate information is given to those managers and policy directors, the division’s reputation and credibility has been damaged. The siloed nature of the funding, the complexity of multiple boilerplates and the timing when funding is received make it difficult for staff to coordinate their activities. Management wishes to have the effort of the department coordinated (e.g., coordinating provision of services to victims of domestic violence is more important than which section of CSD has their name on the contract).</p>
Workshop objective	<p>Improve the coordination between staff in CSD in order to improve integration of programming. Two contractors have been selected as having multiple contracts in different parts of CSD: Solid Ground and YWCA.</p> <ul style="list-style-type: none"> <li>• Create an “as-is” Current State Value Stream Map</li> <li>• Create a “to-be” Future State Value Stream Map</li> <li>• Develop an implementation plan to bridge to the Future State</li> <li>• Develop meaningful metrics around the timeliness and number of contracts that support desired outcomes</li> <li>• Leadership Report Out</li> </ul> <p>The future state horizon will be 90 days. Longer term solutions will be documented for future implementation.</p>
Boundaries	<p>This effort is focused on CSD, but this process will not include the Employment and Education Resources section. The process will start with the determination that we will contract with a contractor through to having that contract signed by the Department Director. The process will include the development of amendments to the contracts, because those follow the same path as the original contract development.</p> <p>The funding allocation process, solicitation and award process, contract monitoring (desk monitoring and site visits), moving to electronic signatures, boilerplate development, and invoice processing are outside the scope of this event.</p>
Duration and commitment	<p>This is a five-day event from 9:00 a.m. – 4:00 p.m. on March 5-8, 2012, and from 9:00 a.m. to 12:00 p.m. on March 9, 2012.</p> <p>The participant expectations of the workshop are as follows:</p> <ul style="list-style-type: none"> <li>• Kaizen Team members are full-time participants through all project sessions.</li> <li>• The Kaizen Team is empowered to make decisions.</li> <li>• All participants will contribute to the improvement solutions.</li> <li>• All participants will be actively engaged to make the change.</li> </ul>

	After the kaizen event is completed, team members will continue to be involved with the implementation of recommendations, as appropriate.		
Sponsors	Jackie MacLean, Terry Mark, Linda Peterson		
Kaizen Team members	Bill Goldsmith Dick Woo Sam Ezeonwu Florence Nabagenyi Kelli Larsen Kathy Tremper Linda Wells Elaine Goddard Eileen Bleeker Janice Hougen	Debra Wood Scott Ninneman Martine Kaiser Sean Power Maria Ramirez John deChadenedes Katy Miller Kate Speltz Jon Hoskins Stephanie Moyes	<u>Ad hoc members:</u> Other program contract monitors and fiscal staff  <u>Observer:</u> Debbie Shuster (PH)
Kaizen Team leader	Marty Lindley		
Facilitator/Consultant	Frank Newman		
Implementation Leader	Pat Lemus		



# Mission

Develop a more streamlined contracting system that integrates error tracking to enable continuous quality improvement.



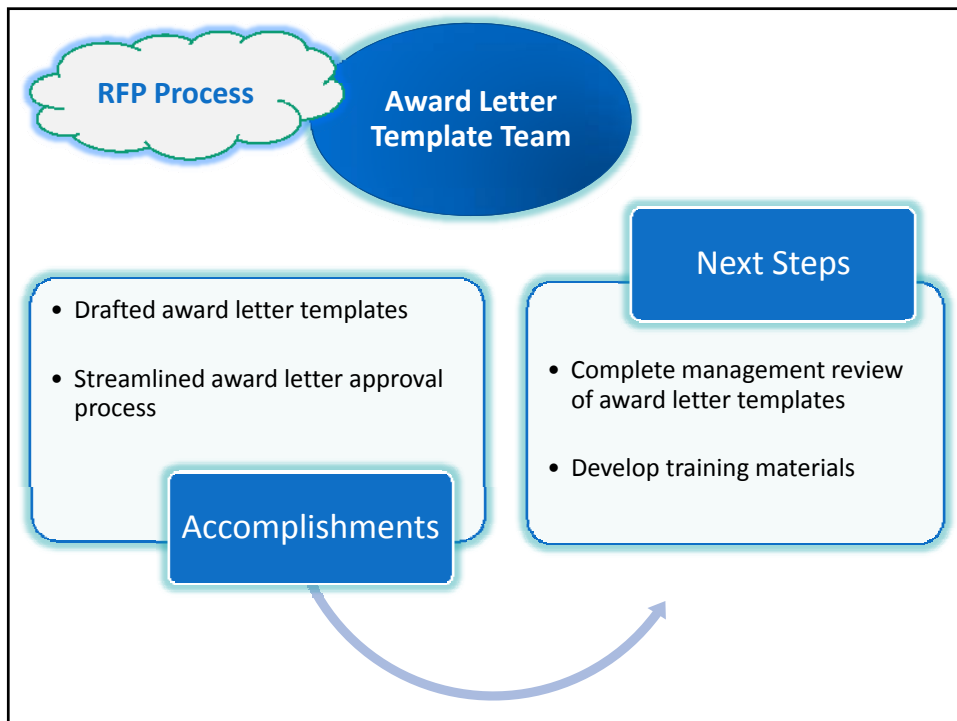
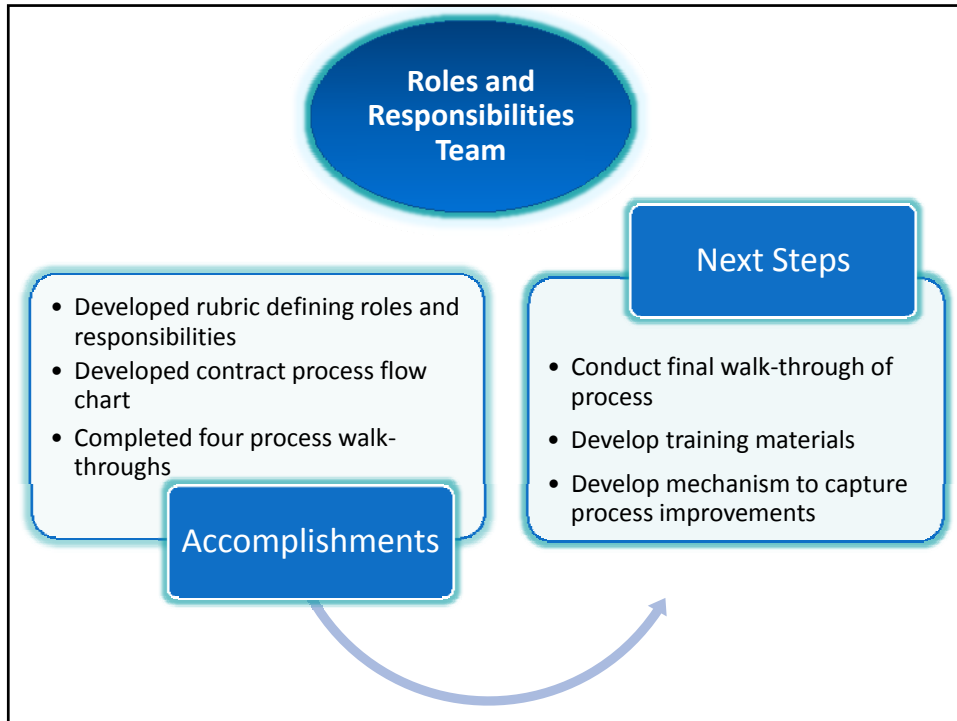
# Original Process

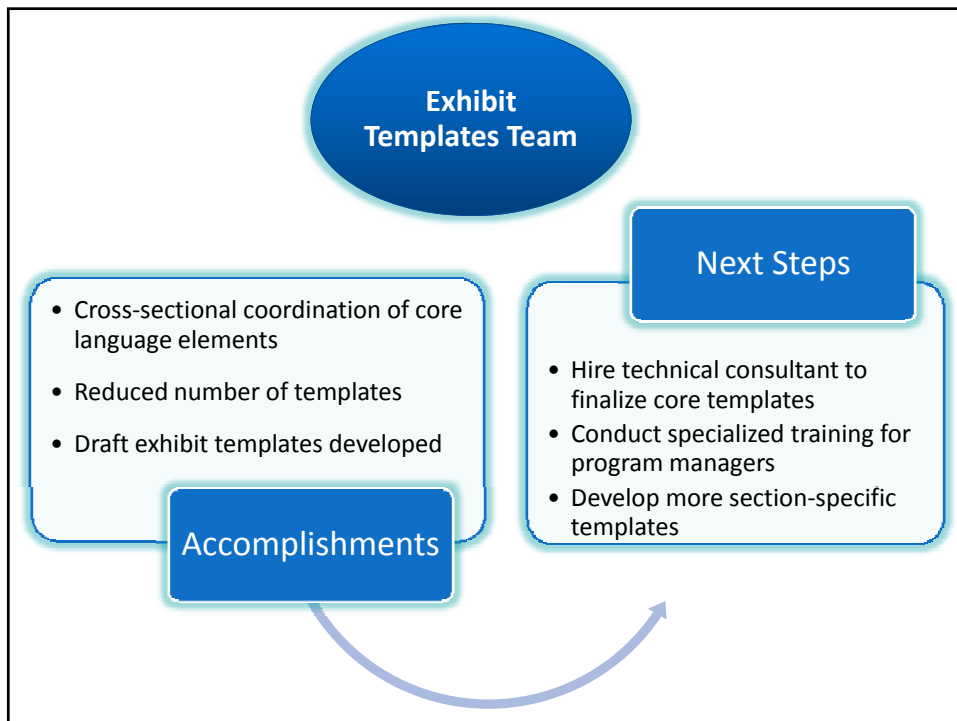
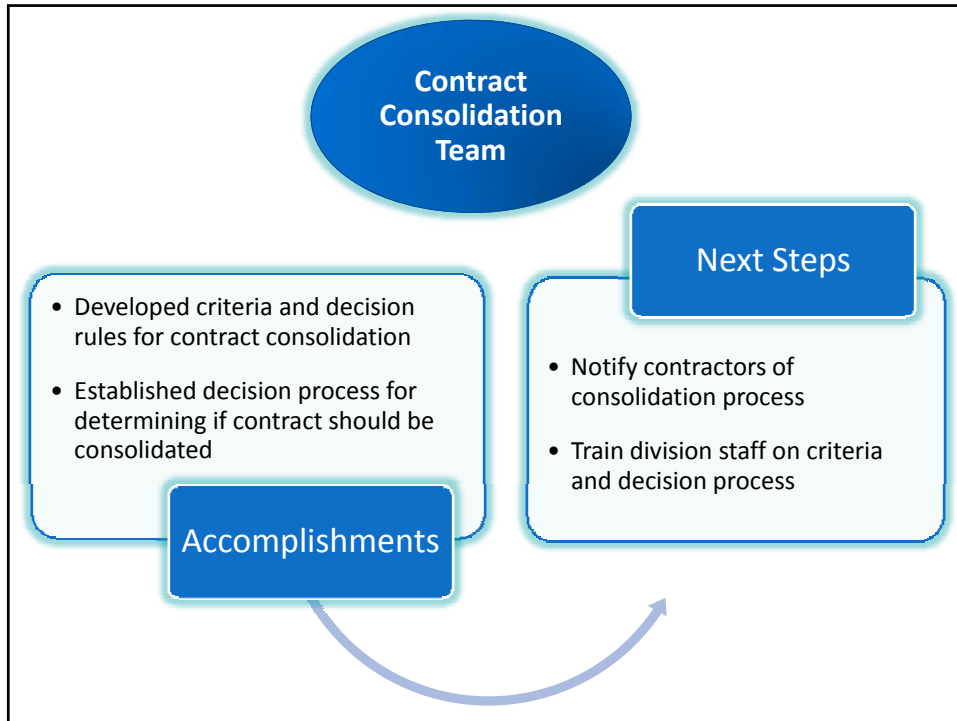


## Measures of Success

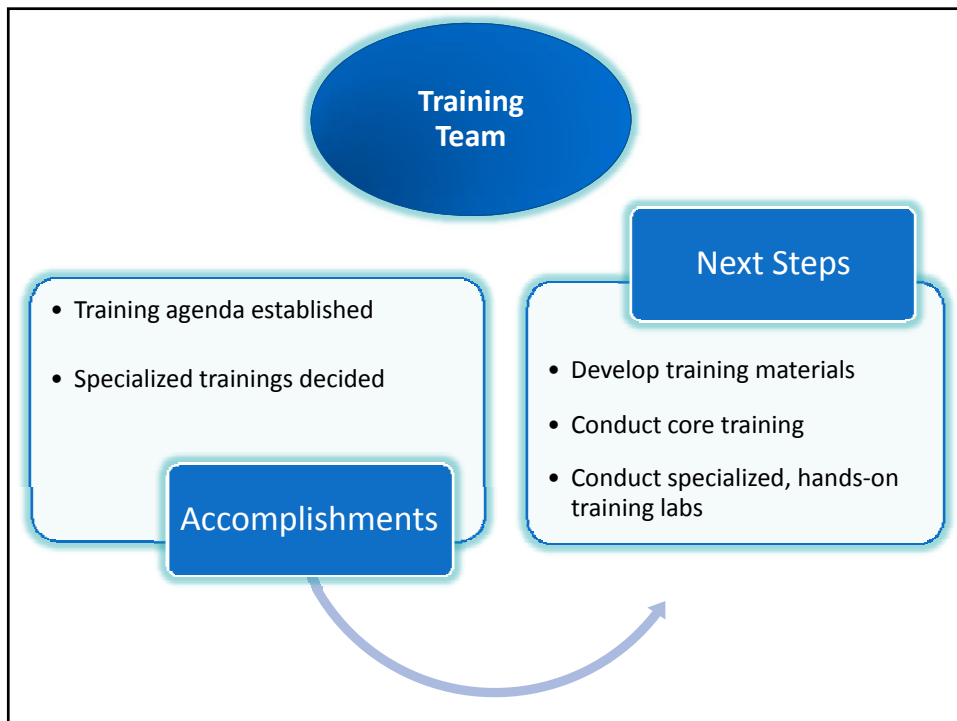
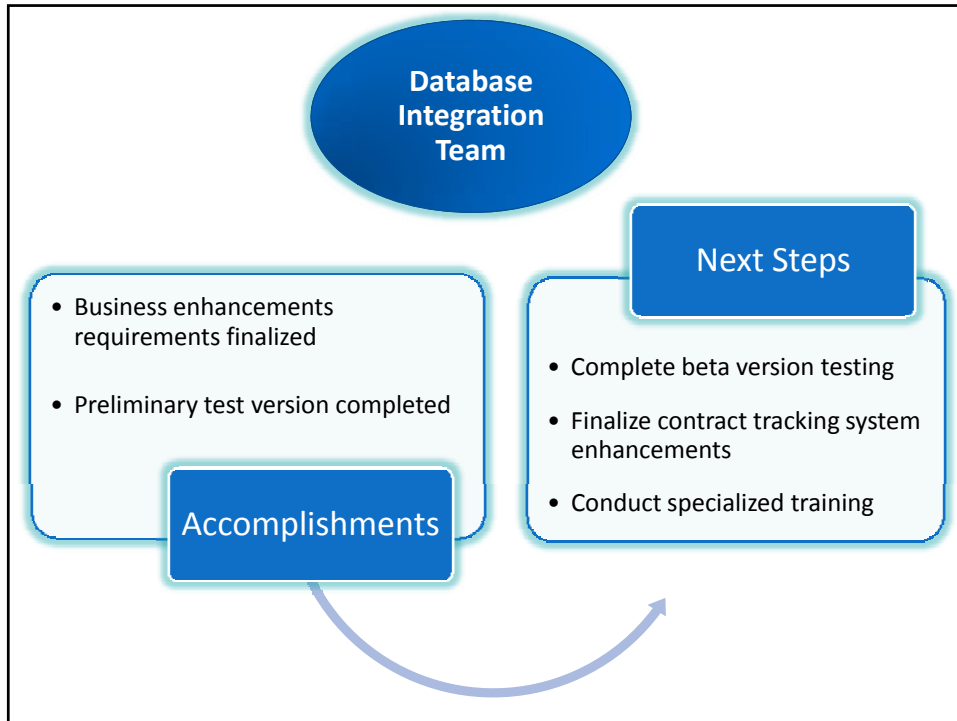
- Reduce error rate by **60%**
- Reduce contract processing time by **1 day at each step**
- Increase percent of contracts executed before start date to **75%**
- Reduce number of times contracts are “touched” during review/approval process by **25%**







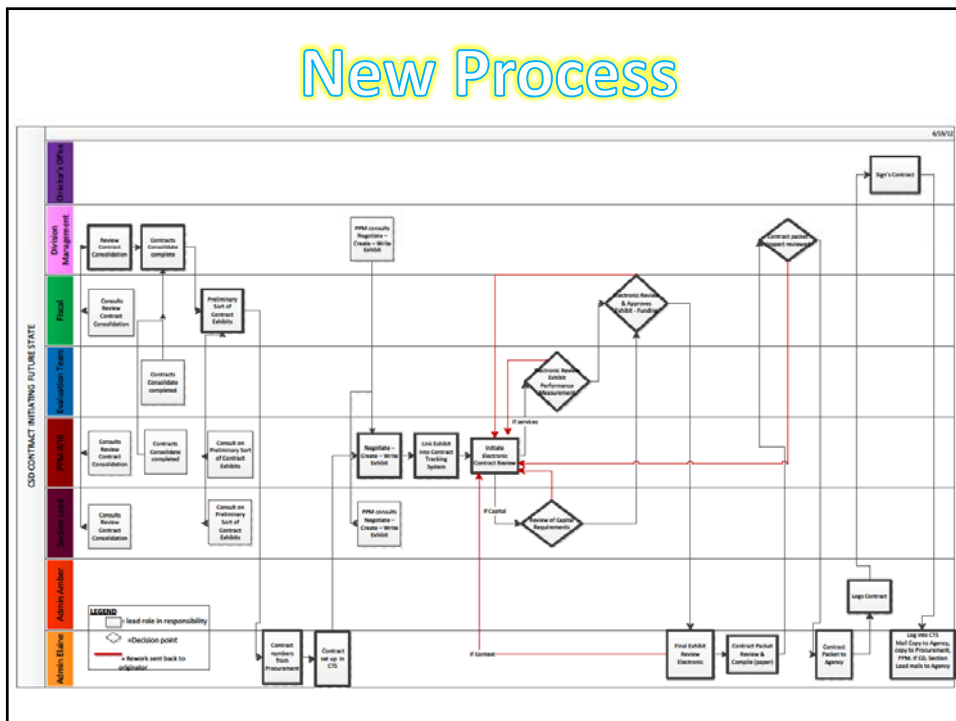




# Original Process



# New Process



## Implementation Plan

- Develop training manuals - July
- Trainings completed - August
- Database enhancements activated - August
- Begin consolidation process –September
- Housing program use new award letters – Fall
- Exhibit templates implemented – Fall
- Continuous improvement - Ongoing

## Conclusions

- It takes a lot of time and effort to do this right.
- Lean process was helpful in developing cross-sectional communication.
- Quality of contracts will be improved.
- Process is more streamlined.
- Hidden talents were discovered.
- More work to do.



# CSD New Lean Contracting Process

## 1) Our Project

### a) The Problem

- i) CSD's contracting process was slow and cumbersome and produced many errors.
- ii) Considerable staff time was spent tracking contracts and correcting mistakes.

### b) The Challenge

- i) Develop a more streamlined contracting system
- ii) Integrate error tracking that would enable constant quality improvement

### c) The Approach

- i) Started March 19
- ii) Created six teams to take on different aspects of the new system

### d) Measures of Success

- i) There are four
  - (1) Reduce error rate
  - (2) Reduce contract processing time
  - (3) Increase percent of contracts executed before start date
  - (4) Reduce number of times contracts are "touched" during review/approval process

## 2) Current Status

### a) Work completed on designing the new contracting process

- i) Review and approval flow set
- ii) Roles and responsibilities for reviewers defined
- iii) Have conducted walk throughs with CSD programs to test new sequence

### b) Contract Tracking database enhancements underway

- i) There is a test database with the new processing sequence
- ii) Error alert and tracking functionality defined and programming underway

### c) Contract consolidation decision criteria and process are finalized

- i) Decision rules have been agreed upon
- ii) Triggers and process to reach consolidation decision has been agreed upon

### d) Award letter and exhibit templates are still in development

- i) Have agreed on the structure for award letter and exhibit templates
- ii) Are working on consistency in content across exhibits (for example, common definitions)
- iii) Are recruiting Word expert to assist with style sheets
- iv) Will finalize templates before 2013 contracting season begins

- e) Training preparation has just started
  - i) Have determined training modules needed
  - ii) Are developing training outlines based on input from other implementation teams

### 3) Next Steps

- a) Testing of enhanced database
  - i) In-house testing starting in early-June
  - ii) Beta testing in late June
  - iii) Ready to go early July
- b) Orienting CSD staff to new contracting process
  - i) Will wait until CTS enhancements are ready to demonstrate
  - ii) Targeted to all CSD and DCHS staff involved in CSD contracting
- c) Finalize templates
  - i) End of July
- d) Specialized training in enhanced CTS
  - i) End of July
- e) Specialized training in contract consolidation
  - i) End of August
- f) Specialized training in templates and exhibit production
  - i) End of August
- g) Creation of contract processing manual
  - i) End of August

### 4) Implementation Plan for 2013 Contracting Season

- a) Complete trainings by late July/early August
- b) Create web site/shared folder of all training materials that is readily accessible to CSD staff
  - i) Complete in September
- c) Educate contracting agencies on consolidation and contracting changes and possible impacts
  - i) Inform in fall
- d) Turn on new Contract Tracking database
  - i) End of July/early August
- e) Consolidate 2013 contracts following new consolidation criteria
  - i) As soon as Executive's Proposed Budget released
- f) Begin developing exhibits using new templates
  - i) Start in August

- g) Implement new contracting process
  - i) Start in September
- h) Contract packets sent to contractors
  - i) As early in November as possible
- i) Track errors and adjust contracting process as indicated
  - i) September through December

## **Lean Contracting Process Risks and Benefits**

### **Community Services Division**

The Community Services Division's (CSD) Lean project to streamline its contracting process included over 20 staff for a weeklong event in March.

The goals of the Lean project were to develop quality at the beginning, remove waste, and develop metrics to measure our improvements and to establish criteria which leads to clear standards.

During the Lean event CSD brainstormed some of the risk and benefits of a streamlined contracting process. Below are the risk and benefits as CSD moves into our future state.

#### **Benefits in the future state**

- Better collaboration across programs
- Inclusion of staff on all levels
- Workload balancing (clearer roles and responsibilities)
- More complete and comprehensive contract data
- Reduced frustration of contracting agencies
- Less wasteful, more streamlined and less errors in the contracting process
- Build quality early on results in less errors
- Standardization results in less errors
- Transparency
- Cross training— have back-ups so the process doesn't stop

#### **Risks in the future state**

- Unclear criteria on when to combine exhibits
- Lack of trust among staff involved in contracting which leads to control issues
- Needed enhancements to the Contract Tracking System must be completed
- Training—it is essential for understanding roles and responsibilities



*Review, Evaluation and  
Recommendations Related to  
Solicitation and Contracting Processes*

*Final Report  
August 15, 2012*



**King County**





# Review, Evaluation and Recommendations Related to Solicitation and Contracting Processes

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## ***Executive Summary***

This project is the result of a proviso that was included in the King County Adopted 2012 Budget (Ordinance 17232) requiring a review of the Department of Community and Human Services' (DCHS') Request for Proposal (RFP) and contract processes. The overarching objective of the evaluation is to determine whether and how the DCHS RFP and contracting processes are in alignment with industry best practices and King County procurement standards.

Strategica consultants compiled an inventory of Countywide and DCHS policy documents and a sample of DCHS procurements and supporting documents. The consultants evaluated the connections between the two levels of policies and scopes of work to ensure that a clear nexus was established between Countywide policy goals and the individual scopes of work from DCHS procurements. The consultants also compiled an inventory of King County Procurement and Contracting Services Section (PCSS) standards and best management practices (BMPs) for procurement. These standards and BMPs were then compared to the DCHS procurement documents in the sample and against process maps that depict how DCHS staff conduct procurements and grant applications. Variances were identified between the procurement documents and processes and the PCSS standards and BMPs.

Strategica, Inc. framed our findings and recommendations according to two scoping questions that summarized the objectives of the RFP and the Proviso:

- 1. Are DCHS procurements set up to promote integrity, transparency and best value?**

The majority of procurements examined were calls for grant funded projects rather than for the acquisition of specific services. In general, the requests for proposals are well written and incorporate most of the PCSS standards and Best

Management Practices. The errors commonly seen in public sector procurements are not apparent in these examples. They are clear, concise, and well organized. It is easy to distinguish between the description of services to be delivered during the contract term and documentation required to be submitted as part of the proposal or application. Instructions to the applicant are clear and in many cases a form to be filled out for the response is provided. Several RFPs include performance requirements, although these are limited to statistical reporting of numbers of people served, etc.

Significant improvements can be attained by writing more specific scopes of work or grant objectives including information on clients to be served, geographic concentrations or cultural competency preferences. Evaluation criteria should reflect these more specific work scopes or grant objectives with more objective and transparent scoring methods and processes so that final funding allocations are clearly linked to the original specifications and policy goals.

**2. Are service priorities and specifications clearly documented in DCHS scopes of work and criteria?**

Scopes of work and grant requirements used in procurements sometimes do not state policy preferences such as cultural competency and geographic concentration. DCHS policy documents should be updated to reflect these policy preferences and used for scopes of work and grant requirements. The County should implement a process whereby agency staff refer to DCHS and/or other County policy documents for specific policy direction when writing work scopes and grant requirements.

## **Recommendations**

**Recommendation 1** – Transparency in the Evaluation: The Department needs to be more specific in the published evaluation criteria. Giving the potential proposers more information on how their proposals will be evaluated will educate the proposer community and result in better proposals and ultimately in better value for the Department.

**Recommendation 2** – Vendor Expertise and Financial Capacity: All procurements should request sufficient information about the proposer to determine whether they have the expertise and the financial capacity to perform the requested services proposed.

**Recommendation 3** – Specificity in services to be performed under the contract or grant: The department should be more specific about the outcomes they are seeking from projects they fund.

**Recommendation 4** – Standard Terms and Conditions: Every procurement should include a set of standard terms and conditions to which the applicant will be expected to agree.

**Recommendation 5** – Calendar of Events: Every procurement should include a specific section that gives all of the pertinent dates for procurement activities, such as the issuance date of the RFP, date of pre-proposal conference or workshops, last date for questions, Q&A publication date, proposal due date and time, date for oral presentations, date for best and final offer, and award date.

**Recommendation 6** – Protest or Appeal instructions: Each procurement should include a statement about unsuccessful applicants' rights of appeal or protest, including the deadline and process for filing an appeal or protest.

**Recommendation 7** – Consensus Evaluation Scoring: Where possible, the department should consider using consensus scoring (meeting as a group to score the proposals) rather than

individual scoring with meetings to resolve differences. Consensus scoring promotes equity in the process.

**Recommendation 8** – Online scoring tools: Online scoring tools should be used in the review and evaluation of proposals and grant applications to document scores and ranking decisions. This will improve accuracy, ease of use and transparency.

**Recommendation 9** – DCHS managers should refer to King County and/or DCHS policy documents when developing a scope of work for a sole source contract, competitive procurement or a grant. In addition, these documents should be referenced by King County representatives at any funders meeting convened to formulate the terms of a scope of work or grant application. Finally, scopes of work, sole source agreements and grant applications should contain references to King County and/or DCHS policy documents.

## ***Project Scope & Objectives***

This project is the result of a proviso that was included in the King County Adopted 2012 Budget (Ordinance 17232). This proviso required a review of the Department of Community and Human Services' (DCHS') Request for Proposal (RFP) and contract processes. In doing so, the King County Council recognized the role RFP and contracting processes play in enacting the policies of King County and the mission and goals of the DCHS. The overarching objective of the evaluation is to determine whether and how the DCHS RFP and contracting processes are in alignment with industry best practices and King County procurement standards.

The scope of the policy documents was both Countywide (i.e., Countywide strategic plan) and agency-focused (i.e., DCHS Business Plan). Documents and processes pertaining to the Office of Public Defense and the Developmental Disabilities Division were not included in the scope. All necessary documents were available to us.

Strategica, Inc. framed these objectives two scoping questions:

1. Are DCHS procurements set up to promote integrity, transparency and best value?
2. Are service priorities and specifications clearly documented in DCHS scopes of work and criteria?

This report is the culmination of our review where we answer these scoping questions.

## ***Are DCHS procurements set up to promote integrity, transparency and best value?***

This section assesses the procurement processes and procedures used by the Community Services Division (CSD) and Mental Health Chemical Abuse and Dependency Services Division (MHCADSD) of DCHS, and compares them to best management practices (BMPs) and PCSS standards. We then identify where the processes and procedures differ from BMPs and PCSS standards and present recommendations for improving the ability of the processes and procedures to achieve County and agency policy goals with integrity, transparency and best value.

### **Procedure and scope of the analysis**

To answer this scoping question, we compared DCHS procurement processes and procedures against PCSS standards and BMPs for social services procurement.

We first developed comparison criteria based on BMPs and PCSS standards. In identifying potential BMPs we reviewed several sources and synthesized a compilation of BMPs which best apply to social services procurements. This list of BMPs is found in Appendix J. PCSS standards are found in Appendix K. Documents used for compiling the BMPs include:

- *Best Practice Guidelines for Contracting Out Government Services*, a publication of the Organization for Economic Co-operation and Development, February 1997
- *Best Practices in Procurement*, a white paper by Kevin R. Fitzgerald, Published by Targeted Content, Inc., May 22, 2003
- *Best Practices Review - Contracting and Procurement in the Public Sector*, a report by the Government Information Division, Office of the State Auditor, State of Minnesota, November 15, 2005

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*DCHS procurement processes are adequate but could be improved by providing more specificity in the statement of work and by fully documenting the evaluation criteria and process.*

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- *Best Practice Procurement in Construction and Infrastructure in New Zealand*, a publication of the New Zealand Construction Industry Council, January 2006
- *Request For Proposals Procurement Guide*, a publication of the Purchasing Division, General Services Department, State of New Mexico, July 1999
- *Purchasing - Best Practices Ten Keys to Effective Purchasing*, a white paper by Brian R. Robinson, Published by Cost Containment Strategies, March 20, 2006
- *Environmental Procurement Practice Guide, Volume 1*, a publication of the United Nations Development Programme, Procurement Support Office, September 2008.

All of these documents stressed the need for clarity, objectivity, equity, and transparency in the procurement process. The emphasis was on developing procurement instruments that clearly state a scope of work, who is qualified to propose, what must be submitted in the proposal or application, and the process used for making the decision, including an evaluation criteria linked to the desired scope of work. While all of these publications provided support for the BMPs used in the analysis, the New Mexico Request for Proposals Guide and the Minnesota Best Practices Review, were the primary sources for the analysis.

Strategica also requested documentation of recent procurements from DCHS. To this end, we looked at 74 documents comprising ten separate procurements. These were:

1. Metro Bus Ticket,
2. Community Development Block Grant,
3. Combined Funders Capital Application for Multifamily Housing,
4. Combined Funding for Services Operating Support, Rental Assistance and Supportive Services for New and Existing Housing,
5. Combined Funding for Services, Operating and Rental Assistance for Time Limited Housing,
6. King County Housing Finance Program Home Ownership Application,
7. Senior Center Funding,
8. Building Community Coalitions for Drug Free Youth,



9. MIDD Wrap Around Services RFP, and
10. Collaborative School-based Mental Health and Substance Abuse Services RFP.

A listing of the documents examined may be found in Appendix G – Inventory of Procurement Documents Examined. The number and types of documents available varied considerably for each procurement. Procurements had as few as three or as many as 15 documents. These ranged from the initial Notice of Funding Available (NOFA) and similar advertisements through evaluation tools and final scoring. While no single procurement contained all of these components, the complete set illustrated a good overview of DCHS procurement practice. In particular each of the procurements contained the original request for proposals or instructions to applicants.

We read each procurement document to determine an overall view of the DCHS procurement process and documents. Then we went back through each procurement and compared what was available to a set of criteria checklists derived from the King County PCSS standards and our selected BMPs. We noted each variance between the DCHS procurement and the criteria and discussed ways to improve the process or the documentation. The results of this analysis can be found in Appendices A and B.

We also developed process maps that show how procurements are handled for two programs:

1. Combined Funding for Services, Operating Support, Rental Assistance and Supportive Services (ORS) for New and Existing (Permanent) Housing (CSD) (Appendix E), and
2. A generic procurement process employed by MHCADSD (Appendix F).

These two maps were used as representations for the two divisions: CSD and MHCADSD.

We also obtained and reviewed written descriptions of how procurements are handled for ten different types of programs within DCHS. Beyond this, there were no written procedures available for viewing.

We then compared the process maps and the written descriptions to our criteria. Exceptions were noted where DCHS processes and procedures differed from the criteria. In some instances, the BMPs did not apply to a social services context and were skipped. The results of this analysis can be found in Appendices C and D.

Follow-up interviews were conducted when variances and questions arose. Additional information was collected and corrections or notations made to the flow charts. Recommendations were reviewed with DCHS staff.

## **Findings**

The majority of procurements examined were calls for grant funded projects rather than for the acquisition of specific services. In general, the requests for proposals are well written and incorporate most of the PCSS standards and Best Management Practices. The errors commonly seen in public sector procurements are not apparent in these examples. They are clear, concise, and well organized requests for proposals. It is easy to distinguish between the description of services to be delivered during the contract term and documentation required to be submitted as part of the proposal or application. Instructions to the applicant are clear and in many cases a form to be filled out for the response is provided. Several RFPs include performance requirements, although these are limited to statistical reporting of numbers of people served, etc.

DCHS procurement processes were not documented either as process maps or flow charts or as written procedures. In general, the procurement processes used by CSD and MHCADSD incorporate most of the PCSS standards and BMPs with the exceptions that are noted below.

Minor variances from both the PCSS standards and from the BMPs include the following:

- **PCSS Standard 1 - All proposals are date/time stamped.** Most of the procurements examined stated that proposals were date stamped and the time written in. Presumably the others were also date and time stamped, however it was not explicitly stated in the documents we were given.
- **PCSS Standard 3 - Award is based on expertise of the contractor and financial capacity of the contractor.** Frequently the expertise of the contractor does not appear to be used in the evaluation process. The financial capacity of the potential contractor does not appear to be used as an evaluation criteria even in those procurements that request financial documents.
- **BMP 4 – Instructions to Vendor.** Generally, this best practice was met by the procurements examined. The exception was that some of the procurements did not list instructions on how to protest or appeal the decision. The lack of a clear process for appeal can lead to unsuccessful vendors resorting to political maneuvering in order to resolve issues.
- **BMP 5 - Calendar of events.** In many cases, the only dates listed were the date and time for submission, dates of pre-proposal workshops, and award. In several cases, these dates were scattered throughout the document.
- **BMP 9 - Standard terms and Conditions.** Although DCHS maintains a website with current contract terms and conditions, listing of standard terms and conditions in the RFP documents was inconsistent across the procurements. Only one provides a sample contract. Some list a limited set of terms and conditions, others have nothing at all.
- **BMP 12 - On-line Evaluation Tool.** The use of an on-line evaluation tool to standardize the capture of evaluation information and impose consistency of method is used by CSD review teams, but not in MHCADSD.
- **BMP 23 - Proposal Review.** While a BMP is that each member of the evaluation committee should read every proposal prior to the evaluation sessions, this isn't always practical in DCHS due to the large number of proposals received.

More significant variances from both the PCSS standards and from the BMPs include the following:

- **BMP 6 - Services to be performed under the contract.** Scopes of work sometime lack specifics about clients to be served, cultural competency preferences or geographic concentrations.
- **BMP 10 - Evaluation Criteria.** While almost all the procurements examined included evaluation criteria, they could be more specific. Several of the RFPs only list parts of the proposal outline and give the number of points for each section. Rarely did the evaluation criteria mention specific connections to the scope of work or the requirements of a grant application. In some cases, more detailed evaluation criteria existed, in the form of instructions to evaluators, but it was not shared with the applicants. This is a problem in that evaluators using non-specific criteria could end up approving a series of projects or services that may have an unclear connection to the desired scope of work. This in turn will result in an unclear connection to the underlying policy goals that prompted the RFP or grant application in the first place.
- **BMP 24 - Proposal Evaluation Process.** DCHS often uses a three tier evaluation process. A committee evaluates the proposals to make sure they meet the minimum requirements (tier one) and then evaluates again based on the designated criteria (tier two). This produces a short list of recommendations which go to executive management. Executive management then analyzes short list recommendations and may suggest additional considerations to evaluators based on the impact of those recommendations on service levels or other criteria. Using a three-tier evaluation is reasonable, however not documenting the entire process or what additional analysis is used can lead to confusion among the proposers as to how the awards were made and give the appearance of unfairness and lack of transparency. Also, if potential respondents know what the full criteria

is going to be they may opt out of responding if they don't match up well with the criteria. This would save the respondent and DCHS a lot of work.

## Recommendations

**Recommendation 1** – Transparency in the Evaluation: The Department needs to be more specific in the published evaluation criteria. Giving the potential proposers more information on how their proposals will be evaluated will educate the proposer community and result in better proposals and ultimately in better value for the Department. For example, if cultural diversity in the organization supplying the services is an important factor in the evaluation process, it should be assigned a specific point value. If the department uses a three-tier evaluation, it should be identified as such in the RFP. The criteria by which the final selection and/or the funding allocation will be made should be stated in the RFP. Any factors that override the initial scoring, such as geographical coverage, should be noted with a description as to how they will be used to make final funding decisions.

**Recommendation 2** – Vendor Expertise and Financial Capacity: All procurements should request sufficient information about the proposer to determine whether they have the expertise and the financial capacity to perform the requested services proposed. This should be a standard evaluation criterion.

**Recommendation 3** – Specificity in services to be performed under the contract or grant: The department should be more specific about the outcomes they are seeking from projects they fund. We understand that the goal is to solicit project ideas from the community. By requiring the applicant to explain how the project will meet specific goals, the department will be better able to determine the best value proposition. The specified outcomes should include cultural competency and geographic concentration.

**Recommendation 4** – Standard Terms and Conditions: Every procurement should include a set of standard terms and conditions to which the applicant will be expected to agree. This may be in the form of a sample contract attached to the procurement. If terms and conditions are negotiable, the mandatory terms and conditions should be identified.

**Recommendation 5** – Calendar of Events: Every procurement should include a specific section that gives all of the pertinent dates for procurement activities, such as the issuance date of the RFP, date of pre-proposal conference or workshops, last date for questions, Q&A publication date, proposal due date and time, date for oral presentations, date for best and final offer, and award date.

**Recommendation 6** – Protest or Appeal instructions: Each procurement should include a statement about unsuccessful applicants’ rights of appeal or protest, including the deadline for filing an appeal or protest.

**Recommendation 7** – Consensus Evaluation Scoring: Where possible, the department should consider using consensus scoring (meeting as a group to score the proposals) rather than individual scoring with meetings to resolve differences. Consensus scoring promotes equity in the process.

**Recommendation 8** – Online scoring tools: Online scoring tools should be used in the review and evaluation of proposals and grant applications to document scores and ranking decisions. This will improve accuracy, ease of use and transparency.

## ***Are service priorities and specifications clearly documented in DCHS scopes of work and criteria?***

This scoping question addresses whether the policy goals and preferences of the County are incorporated into scopes of work and how the policy goals are implemented either in-house, or through a sole-source or competitive procurement or grant process.

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*DCHS should connect scopes of work and project requirements more clearly with specific policy documents and funding sources.*

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### **Procedure and scope of the analysis**

To answer the scoping question, we inventoried the specific policy goals and statements from a sample of County and DCHS policy documents that pertained to human services. We then inventoried a sample of ten DCHS procurements (7 from CSD and 3 from MHCADSD) and read the RFPs and application guides from those ten procurements. Policy goals and preferences from the procurement documents were then compared to the inventory of County/DCHS policy goals. See Appendix I-Policy-Procurement Nexus Table for the detailed comparison. Exceptions were noted where:

- Services were put out for procurement where there was no match to any existing County or DCHS policy goal, or
- A County or DCHS policy goal was apparently not implemented.

Procurement documents in the sample included those for large and/or recurring procurements in CSD and MHCADSD.

## Findings

Most policy goals referenced above are being implemented now or are in the planning stages. Those that are implemented were handled either by a provider selected or funded through a competitive procurement or grant process, through a sole source procurement or grant, or the goal is being implemented by County staff.

DCHS does maintain various planning documents including, but not limited to, the DCHS Business Plan and the Veterans and Human Services Levy Service Improvement Plan, which should be the basis of all DCHS procurements, sole source agreements, grants and in-house service provision. However, it is not clear that they are always referenced when writing up scopes of work for RFPs, sole source contracts or grant applications. And, as mentioned in the earlier chapter, these documents are missing key policy elements that are found in Countywide documents.

## Recommendations

**Recommendation 9** – DCHS managers should refer to written policy direction (e.g., DCHS Business Plan, Service Improvement Plan, etc.) when developing a scope of work for a sole source contract, competitive procurement or a grant. In addition, this written policy direction should be referenced by King County representatives at any funders meeting convened to formulate the terms of a scope of work or grant application. Finally, scopes of work, sole source agreements and grant applications should contain references to the relevant policy direction.



***Appendices***

**A – Procurement-PCSS Standards Nexus Table**

**B – Procurement-BMP Nexus Table**

**C – Procurement Process-PCSS Standards Nexus Table**

**D – Procurement Process-BMP Nexus Table**

**E – CSD process Map**

**F – MHCADSD Process Map**

**G - Inventory of Procurement Documents Reviewed**

**H – Policy Nexus Table**

**I – Policy – Procurement Nexus Table**

**J – Best Procurement Practices**

**K - PCSS Standards**

**L – Acronym Key**

Appendix A – Procurement-PCSS Standards Nexus Table

= fully compliant    = partially compliant    Blank = non-compliant

		Procurement										
PCSS Standard		Bus Tickets	CDBG	Multi-family capital	ORS-non time limited housing	ORS-Time limited housing	Home ownership	Senior center funding	Community coalitions- drug free youth	MIDD wraparound	School-based MH / substance abuse	Notes
PCSS Standards	1) All proposals are date/time stamped (source: CON 7-1-2)											
	2) No proposals are accepted after the due date (source: CON 7-1-2)											
	3) Award is based on:											
	a) Expertise of the contractor											
	b) Financial capacity of the contractor (source: KC Code 4.16.080)											
	4) Advertise at least once the purpose, scheduled date, location and time of a pre-proposal conference if applicable, or the name of a contact person (source: KC Code 4.16.080)											
	5) RFP published in official King County source (King Co website) (source: Quick Start Guide to Procuring Goods and Services – King Co)											
	6) RFP issued at least 13 days before bid opening (source: Quick Start Guide to Procuring Goods and Services – King Co)											
	7) Proposer questions and answers issued in addenda (source: Quick Start Guide to Procuring Goods and Services – King Co)		n/a	n/a								
8) Decision making process (evaluation)												



= fully compliant



= partially compliant

Blank = non-compliant

**Procurement**

PCSS Standard	Bus Tickets	CDBG	Multi-family capital	ORS-non time limited housing	ORS- Time limited housing	Home ownership	Senior center funding	Community coalitions- drug free youth	MIDD wraparound	School-based MH / substance abuse	Notes
documented (source: Quick Start Guide to Procuring Goods and Services – King Co)											
9) If the contract is less than \$25,000, the agency must solicit at least 3 quotes. Agency must keep a record of the quotes. (source: Quick Start Guide to Procuring Goods and Services – King Co)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	

Notes:

**1. Bus Tickets**

PCSS 3a The Award is based on a set of priorities listed in the RFP. Priorities are based on types of clients and purpose for which the bus tickets will be used.

PCSS 3b There is no requirement in the RFP for the applicant to submit financial information. Since applicants are restricted to non-profits and public institutions, this may be irrelevant.

PCSS 4 RFPs are mailed to previous applicants and a notice is placed on web site, but no advertisement is mentioned.

PCSS 7 Contract information is given for questions, but no amendment process or publication of Q&A is mentioned.

PCSS 9 Since the RFP does not result in a contract with a payment to the applicant, this requirement does not apply.

**2. CDBG**

- PCSS 3a There is nothing in the evaluation criteria that states that the expertise of the applicant is considered in the evaluation process.
- PCSS 3b Financial information is requested, but there is nothing to say how they will be evaluated.
- PCSS 7 Workshops are held for pre-applicants. Questions are answered in that forum.
- PCSS 9 The grants involved are greater than \$25,000.

**3. Multi-family Capital**

- PCSS 7 Workshops are held for potential applicants. Questions are answered in that forum.
- PCSS 9 The grants involved are greater than \$25,000.

**4. ORS-non time limited housing**

- PCSS 1 The documents do not state that proposals are date and time stamped when they are received.
- PCSS 9 The grants involved are greater than \$25,000.

**5. ORS-Time limited housing**

- PCSS 7 Applicants are given a web site where additional information, including questions and answers are posted.
- PCSS 9 Most grants involved are greater than \$25,000.

**6. Home ownership**

- PCSS 2 Date and time for proposals are given but there is no mention in the RFP, application, or briefing document that late proposals will not be accepted.
- PCSS 7 There is no mention of question and answers being published. There are pre-application workshops.
- PCSS 9 The grants involved are greater than \$25,000.

**7. Senior center funding**

- PCSS 1 There is no information in the documentation given that says that proposals are date and time stamped when they arrive.
- PCSS 3b Financial stability of the applicant is not listed in the evaluation criteria.

PCSS 9 The grants involved are greater than \$25,000.

**8. Community coalitions-drug free youth**

PCSS 1 There is no information in the documentation given that says that proposals are date and time stamped when they arrive.

PCSS 3a Expertise of the applicant is not listed as an evaluation criteria

PCSS 3b Financial stability of the applicant is not listed in the evaluation criteria.

PCSS 8 Documentation of the evaluation is not mentioned in the documents provided

**9. MIDD wraparound**

PCSS 1 There is no information in the documentation given that says that proposals are date and time stamped when they arrive.

PCSS 3b Financial Stability is not listed as an evaluation criteria, but contractors are required to submit an annual financial audit.

PCSS 4 The steps used to advertise the procurement are not listed in the documents

**10. School-based MH / substance abuse**





















































PCSS 1 There is no information in the documentation given that says that proposals are date and time stamped when they arrive.

PCSS 3b Financial Stability is not listed as an evaluation criteria.

PCSS 4 The steps used to advertise the procurement are not listed in the documents

Appendix B – Procurement-BMP Nexus Table

 = fully compliant     = partially compliant    Blank = non-compliant

		Procurement											
Best Practice		Bus Tickets	CDBG	Multi-family capital	ORS-non time limited housing	ORS-Time limited housing	Home ownership	Senior center funding	Community coalitions- drug free youth	MIDD wraparound	School-based MH / substance abuse	Notes	
Best Practices - Social Service Procurement - RFP Content	1) Background – A short section giving any necessary background information about the agency issuing the RFP or for whom the work is to be done.												
	2) Purpose of the RFP – A short section that describes what services or products are being solicited. Will include information on whether single contract or multiple contracts, payment terms, etc. (If contracts will be let on a geographic basis, it should be listed here)												
	3) Vendor qualification requirements – Any restrictions on who may submit proposals (e.g. Services must be performed in King County by a licensed caregiver)												
	4) Instructions to vendor–Instructions on date, time, place, number of copies, and method of proposal submission. Electronic submission as an email attachment should be the preference, unless the agency needs a large number of copies of the proposal. Potential vendors should be informed of procedures (including a time limit) for protesting an award.												
	5) Calendar of events – Date and time of anticipated procurement events, including pre-proposal												

= fully compliant    = partially compliant    Blank = non-compliant










		Procurement										
Best Practice		Bus Tickets	CDBG	Multi-family capital	ORS-non time limited housing	ORS-Time limited housing	Home ownership	Senior center funding	Community coalitions- drug free youth	MIDD wraparound	School-based MH / substance abuse	Notes
Best Practices - Social Service	conference (if any), last date for written questions, answer publication date, proposal submission, proposal evaluation, oral presentations (if any), best and final offer (if any), intent to award, contract negotiations, and contract start date.											
	6) Services to be performed under the contract – Scope of Work, a detailed description of what services and facilities the contractor is expected to perform during the term of the contract. Project scope is determined by governing body priorities, needs assessments, or established policy documents.											
	7) Performance requirements – Description of quality standards by which the performance will be measured. Can serve as a foundation for a service level agreement.											
	8) Response format – Instructions to the vendor on what must be in the proposal. Should include business and/or mandatory requirements, description of how they will meet the requirements of the statement of work, cost. RFP should also include an outline showing the order and contents of the proposal.											
	9) Standard terms and Conditions – the contract terms and conditions the vendor will be expected	n/a										

 = fully compliant     = partially compliant    Blank = non-compliant

**Procurement**

Bus Tickets	CDBG	Multi-family capital	ORS-non time limited housing	ORS-Time limited housing	Home ownership	Senior center funding	Community coalitions- drug free youth	MIDD wraparound	School-based MH / substance abuse	Notes
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**Best Practice**

<p>to sign. It can be a reference to an attached sample contract. If terms and conditions are negotiable, it should list any mandatory conditions as such.</p> <p>10) Evaluation Criteria – Criteria should be designed to address specific SOW requirements. a description of the weights given to the various parts of the response format and the factors that will be used to judge the quality of the response. Financial criteria should have the evaluation formula described along with an example. Potential vendors should be informed of procedures (including a time limit) for protesting an award.</p>										
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Notes:

**1. Bus Tickets**

- BP 1            There is no description of the Agency and the programs it serves.
- BP 5            Calendar of events is limited to when proposals are due and when award will be announced.3
- BP 6            The RFP lists the purposes for which the bus tickets may be used.
- BP 7            The RFP requires Applicants to record numbers of tickets used any how they were used, previous year's records are submitted with proposal.



BP 9 Since the RFP does not result in a contract with a payment to the applicant, this requirement does not apply.

**2. CDBG**

BP 3 Applications appear to be limited to city agencies and non-profits, however there is no definitive statement to this effect in the document.

BP 6 Categories of projects are listed and examples given. The Applicant describes the work to be done on their particular project.

**3. Multi-family Capital**

BP 6 Categories of projects are listed and examples given. The Applicant describes the work to be done on their particular project.

BP 7 No performance requirements are given

**4. ORS-non time limited housing**

BP 6 Categories of projects are listed and examples given. The Applicant describes the work to be done on their particular project.

BP 9 Standard Terms and Conditions are not given in the RFP

BP 10 Evaluation Criteria are not given in the RFP.

**5. ORS-Time limited housing**

BP 6 Categories of projects are listed and examples given. The Applicant describes the work to be done on their particular project.

**6. Home ownership**

BP 6 Categories of projects are listed and examples given. The Applicant describes the work to be done on their particular project.

BP 7 No performance requirements are listed.

BP 9 No Standard Terms and Conditions are listed.

**7. Senior center funding**

BP 4 Instructions to applicants are not clear not clearly identified







































BP 5 The only events that are identified by date in the RFP are the submission date and time and the pre-proposal conference

**10. School-based MH / substance abuse**


























Appendix G












BP 5            There is no calendar of events. Dates are given for application submission, pre-proposal conference, and question submission, but they are in separate places and you have to look for them.

Appendix C – Procurement Process-PCSS Standards Nexus Table

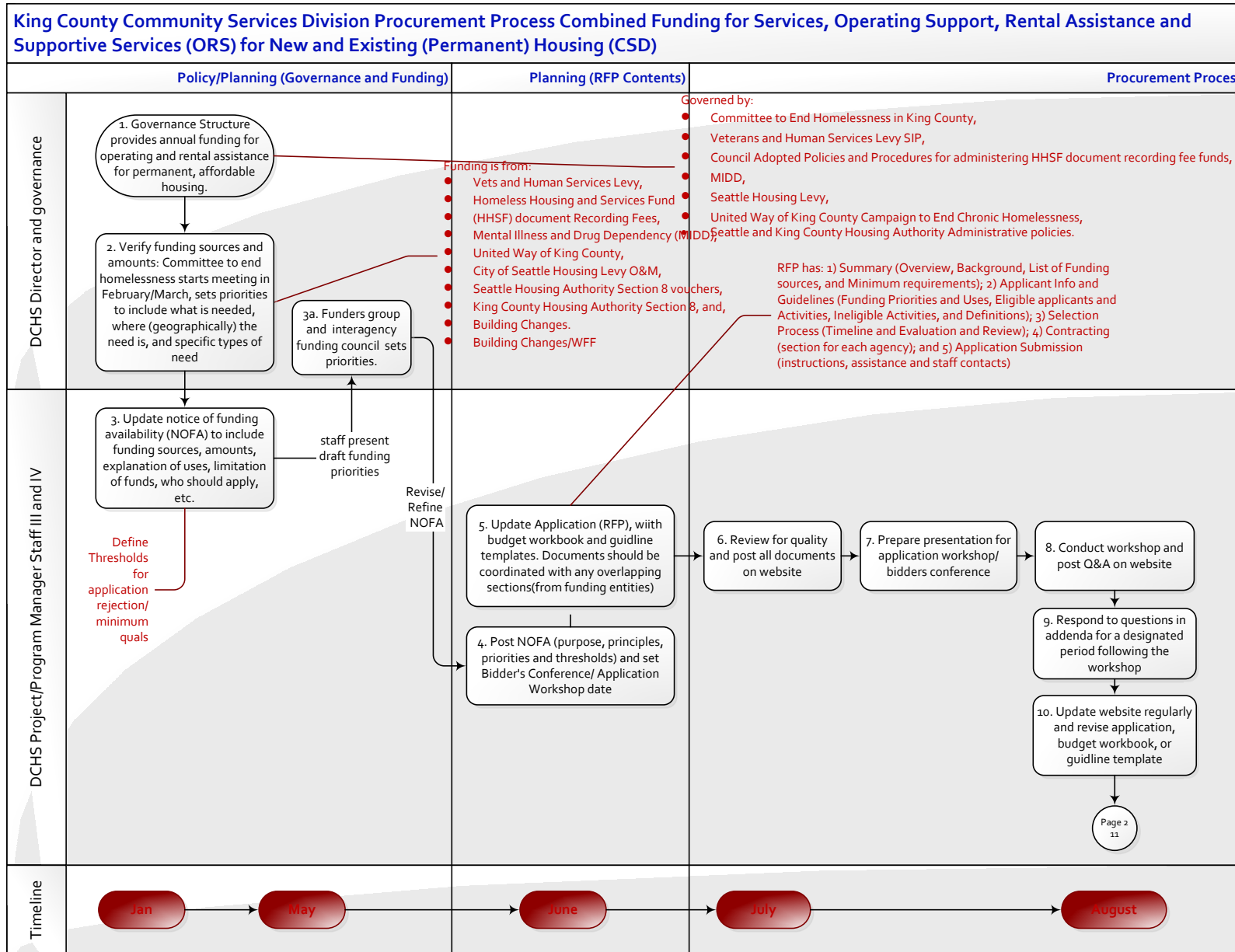
PCSS Standards	Standard	 = fully compliant	 = partially compliant	Blank = non-compliant	CSD	MHCAD SD	
	1	All formal* proposals are date/time stamped (source: CON 7-1-2)					
	2	No proposals are accepted after the due date and time (source: CON 7-1-2/KCC 4.16.025)					
	3	Award is based, among other stated criteria, on: a. Expertise of the contractor, b. Financial capacity of the contractor (source: KC Code 4.16.080)					
	4	Advertise at least once the purpose solicitation title, scheduled date, location and time of a pre-proposal conference if applicable, or the name of a contact person (source: KC Code 4.16.080)					
	5	Notice of Formal RFP is published in local newspaper (RCW 36.32.245), and also official King County internet resource (King Co website) (source: Quick Start Guide to Procuring Goods and Services – King Co)					
	6	Formal RFP issued at least 13 days before proposal due date bid opening in a newspaper of general circulation (source: RCW 36.32.245 and Quick Start Guide to Procuring Goods and Services – King Co)					
	7	Proposer questions and answers issued in published, web-posted addenda (source: Quick Start Guide to Procuring Goods and Services – King Co)					
	8	Decision making process (evaluation materials, including scoring and evaluator notes) documented (source: Quick Start Guide to Procuring Goods and Services – King Co)					
	9	If the contract is less than \$25,000, the agency must solicit at least 3 quotes or proposals. Agency must keep a record of the quotes and evaluation/award materials. (source: King County Code 4.16, CON 7-2-1, and Quick Start Guide to Procuring Goods and Services – King Co)					

Appendix D – Procurement Process-BMP Nexus Table

Best Practices - Social Service Procurement - Process	Best Practice  = fully compliant  = partially compliant Blank = non-compliant	CSD	MHCAD SD
	11) <b>Evaluation Committee Selection</b> – an evaluation committee of 5 – 7 persons with sufficient knowledge of the subject to be able to understand the nuance of the proposals and who have the confidence of executive management. Preferably the same people who were involved in the development of the scope of work and evaluation criteria. 12) <b>On-line Evaluation Tool</b> – if available, the evaluation committee should use an on-line evaluation tool to standardize the capture of evaluation information and impose consistency of method. 13) <b>Evaluation Committee Training</b> – the committee should be familiarized with the purpose of the RFP, the policy or strategic basis of the SOW, the scope of work, the required proposal format, evaluation criteria, and the evaluation Process, procedure for resolving scoring differences, how to use the scoring tool. 14) <b>Review of RFP</b> – the members of the committee should review the RFP prior to the receipt of the proposals. 15) <b>Mandatory Requirements Checklist</b> –a checklist of all mandatory requirements should be prepared. 16) <b>Advertise the Procurement</b> -Advertise at least once the purpose, scheduled date, location and time of a pre-proposal conference if applicable, or the name of a contact person (source: KC Code 4.16.080) 17) <b>Publish the RFP</b> -RFP published in official King County source (King Co website) (source: Quick Start Guide to Procuring Goods and Services – King Co) 18) <b>Issue the RFP</b> – At the same time the RFP is published, it should be sent (electronically) to any pre-registered vendors. 19) <b>Proposal Preparation Period</b> – potential vendors should be given a minimum of four weeks to prepare their proposals. 20) <b>Receive Proposals</b> – when proposals are received they should be entered into a log with the date and time when they are received and whether they met the submission requirements (by deadline, proper number of copies, etc.). Late proposals should not be accepted or opened, they should be returned to sender. 21) <b>Proposal Opening and Mandatory Requirements Review</b> – All proposal packages should be opened and the contents checked against the mandatory requirements checklist. Any proposal failing to meet a mandatory requirement should be declared non-responsive and undergo no further review. 22) <b>Training / Conflict of Interest Statements</b> – after the list of vendors is known, the members of the evaluations committee should be briefed on the policy and program goals of the procurement and how to review and evaluate the proposals. The committee members should also sign statements attesting to any possible conflict of interest. If a potential conflict of interest exists, executive management	           	           

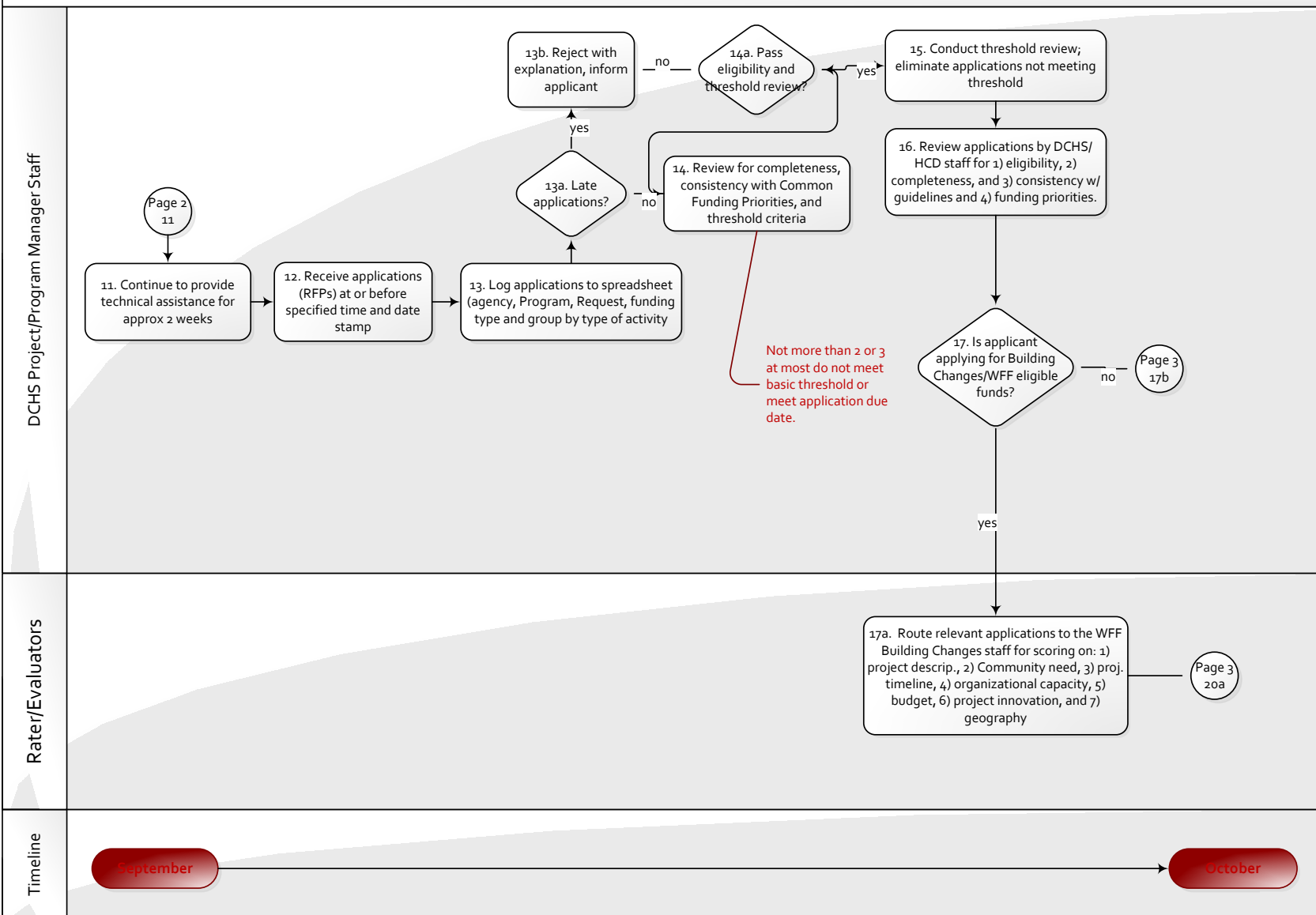
	Best Practice  = fully compliant  = partially compliant Blank = non-compliant	CSD	MHCAD SD
Best Practices - Social Service Procurement - Process	should be informed and decide whether the conflict is material enough that the committee member should recuse themselves.		
	23) <b>Proposal Review</b> – each member of the evaluation committee should review every proposal prior to the actual evaluation sessions.		
	24) <b>Proposal Evaluation Sessions</b> – the evaluation committee meets as a group and evaluates the proposals using a structured evaluation methodology. Proposals should be evaluated by the entire committee meeting as a group. Proposal elements should be evaluated “horizontally” with each element evaluated by each reviewer before moving on to the next element. Large scoring disparities are resolved at the direction of the Committee chairperson before moving on to the next element. The element can be re-scored by the Committee members based on the discussion. References should be interviewed using a questionnaire that is the same for each proposer.		
	25) <b>Cost Evaluation</b> – cost points are assigned based on total cost or rate depending on type of contract. Formula used is lowest proposal cost divided by current proposal cost times number of points in cost criteria. Cost evaluation may be performed by financial staff in parallel with technical proposal evaluation.		
	26) <b>Prepare Evaluation Report</b> – The proposal manager will prepare a report of the evaluation process including a summary of the scoring of all proposals and the committee’s recommendations. This report will be presented to executive management for review and comment.		
	27) <b>Funding Recommendation</b> – is prepared by agency staff. Final funding recommendations are made to the jurisdiction’s governing body (e.g., City Council, County Council) by the review panel with final decisions made by governing body with the option of referring the funding recommendation back to the agency and/or Evaluation Committee for further consideration.		
	28) <b>Intent to Award</b> – the agency will prepare letters to all vendors to let them know that the agency intends to award the contract(s). The letter to the winning vendor(s) should inform them of where and when contract negotiations are expected to occur. Unsuccessful vendors should be informed that they were unsuccessful.		

Appendix E – CSD process map



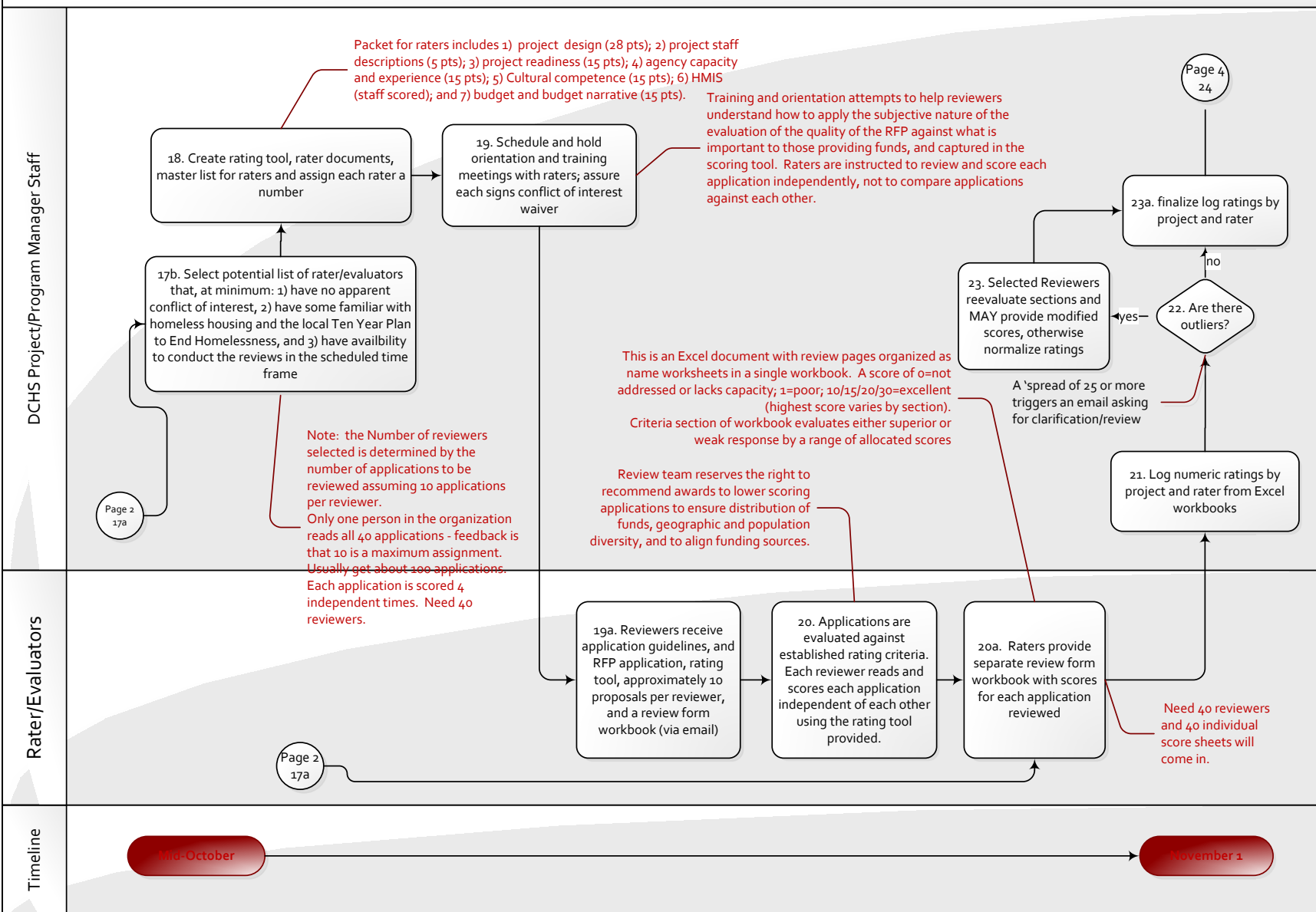
King County Community Services Division Procurement Process Combined Funding for Services, Operating Support, Rental Assistance and Supportive Services (ORS) for New and Existing (Permanent) Housing (CSD)

Procurement Process



King County Community Services Division Procurement Process Combined Funding for Services, Operating Support, Rental Assistance and Supportive Services (ORS) for New and Existing (Permanent) Housing (CSD)

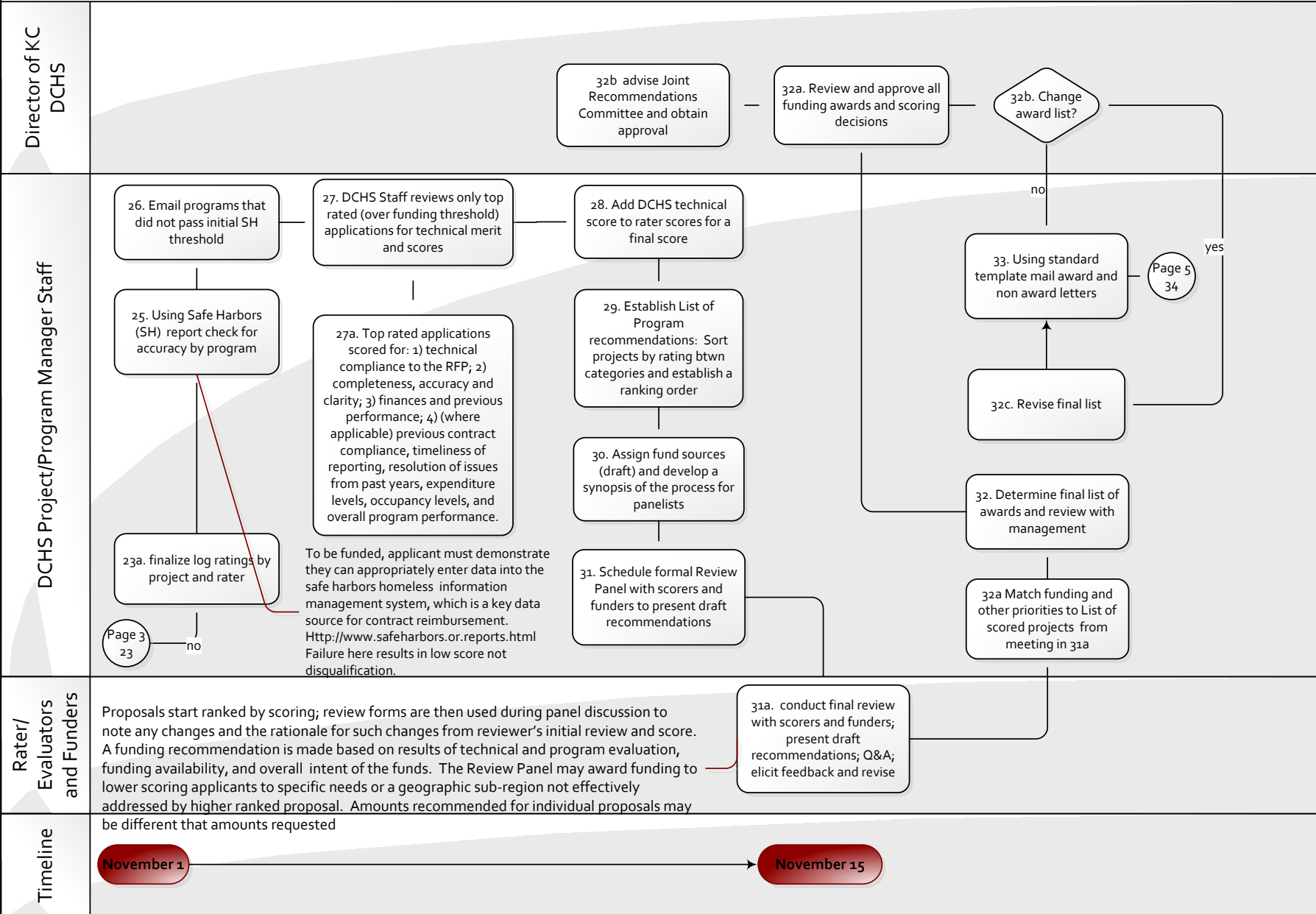
Procurement Process



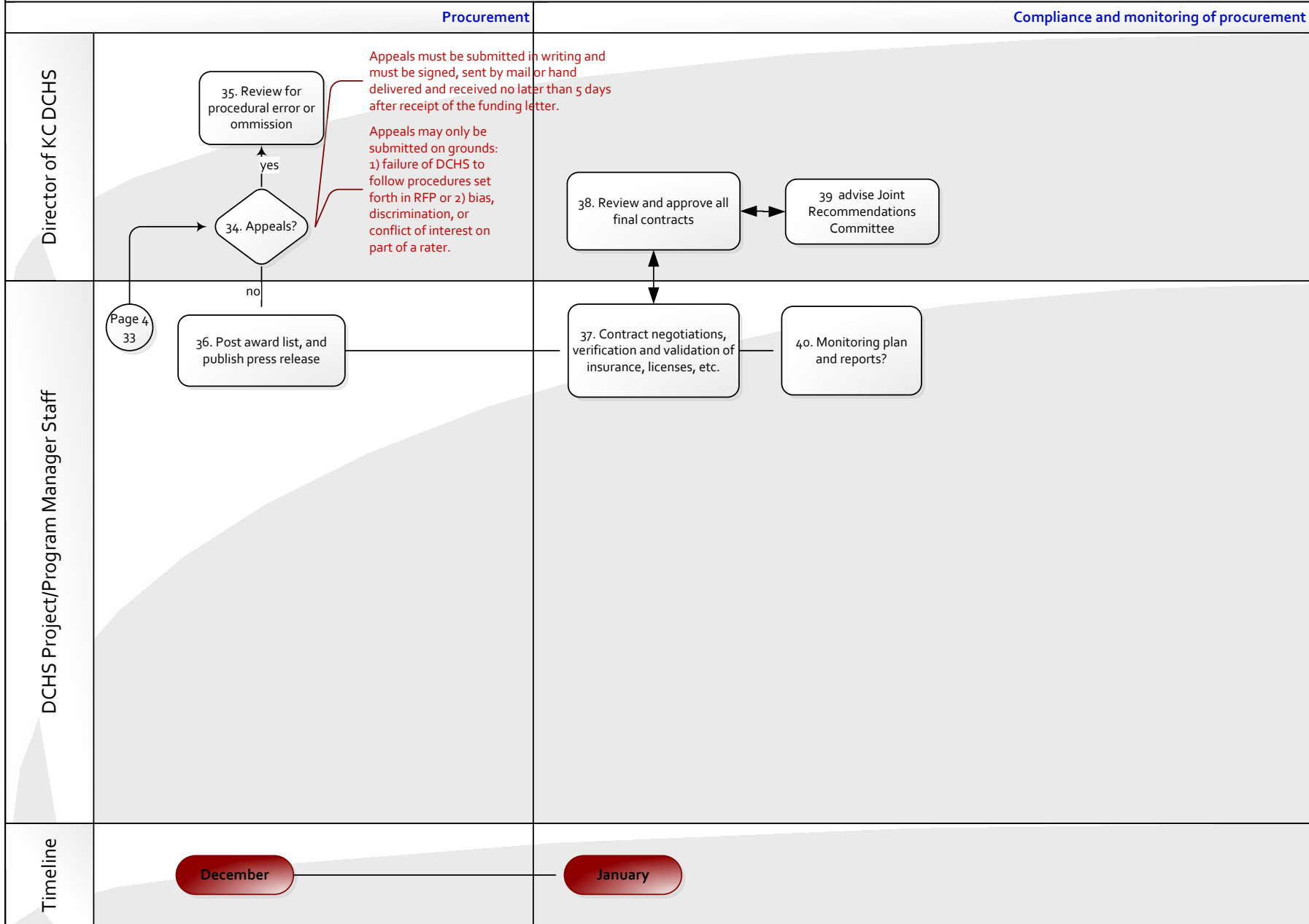


**King County Community Services Division Procurement Process Combined Funding for Services, Operating Support, Rental Assistance and Supportive Services (ORS) for New and Existing (Permanent) Housing (CSD)**

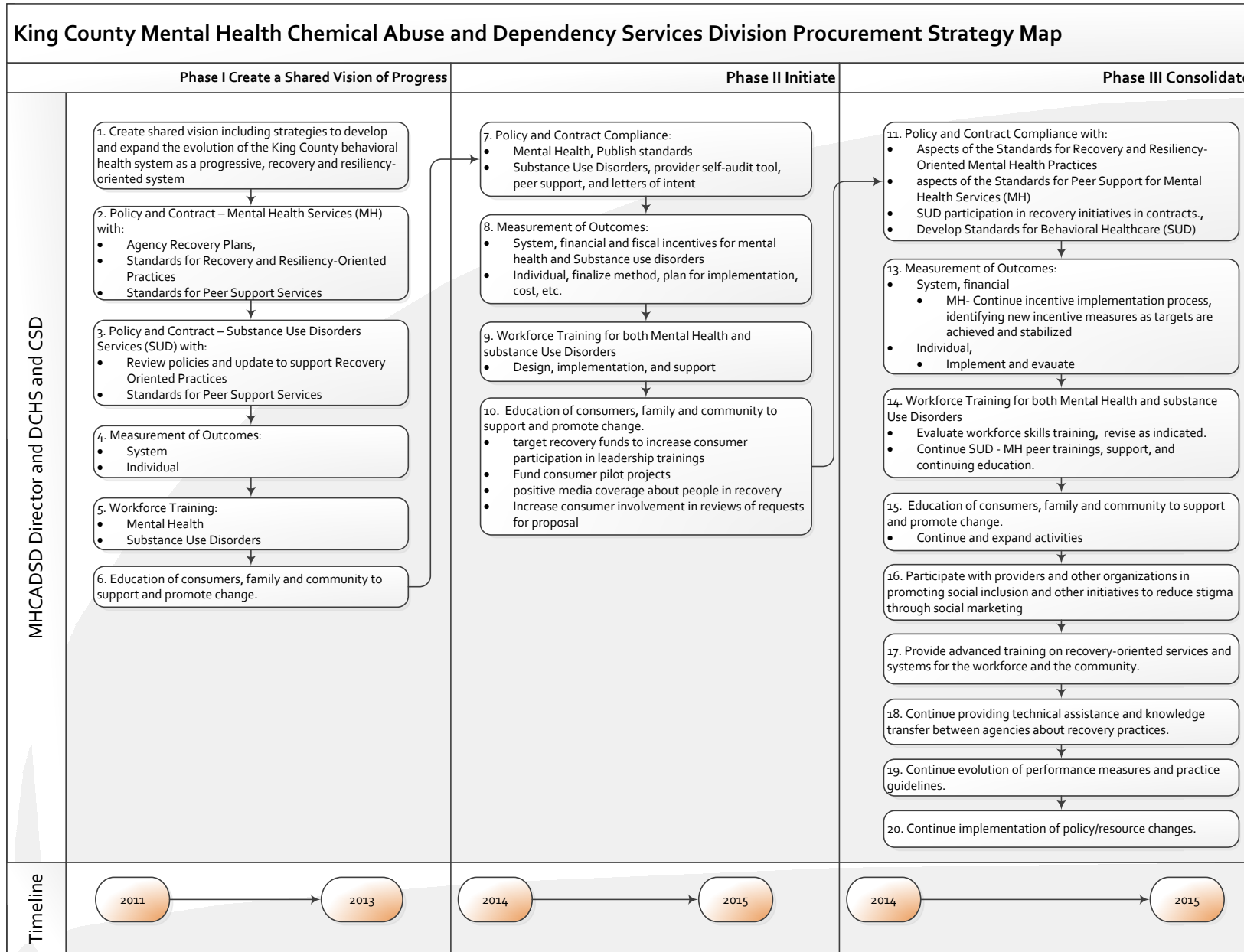
Procurement



King County Community Services Division Procurement Process Combined Funding for Services, Operating Support, Rental Assistance and Supportive Services (ORS) for New and Existing (Permanent) Housing (CSD)

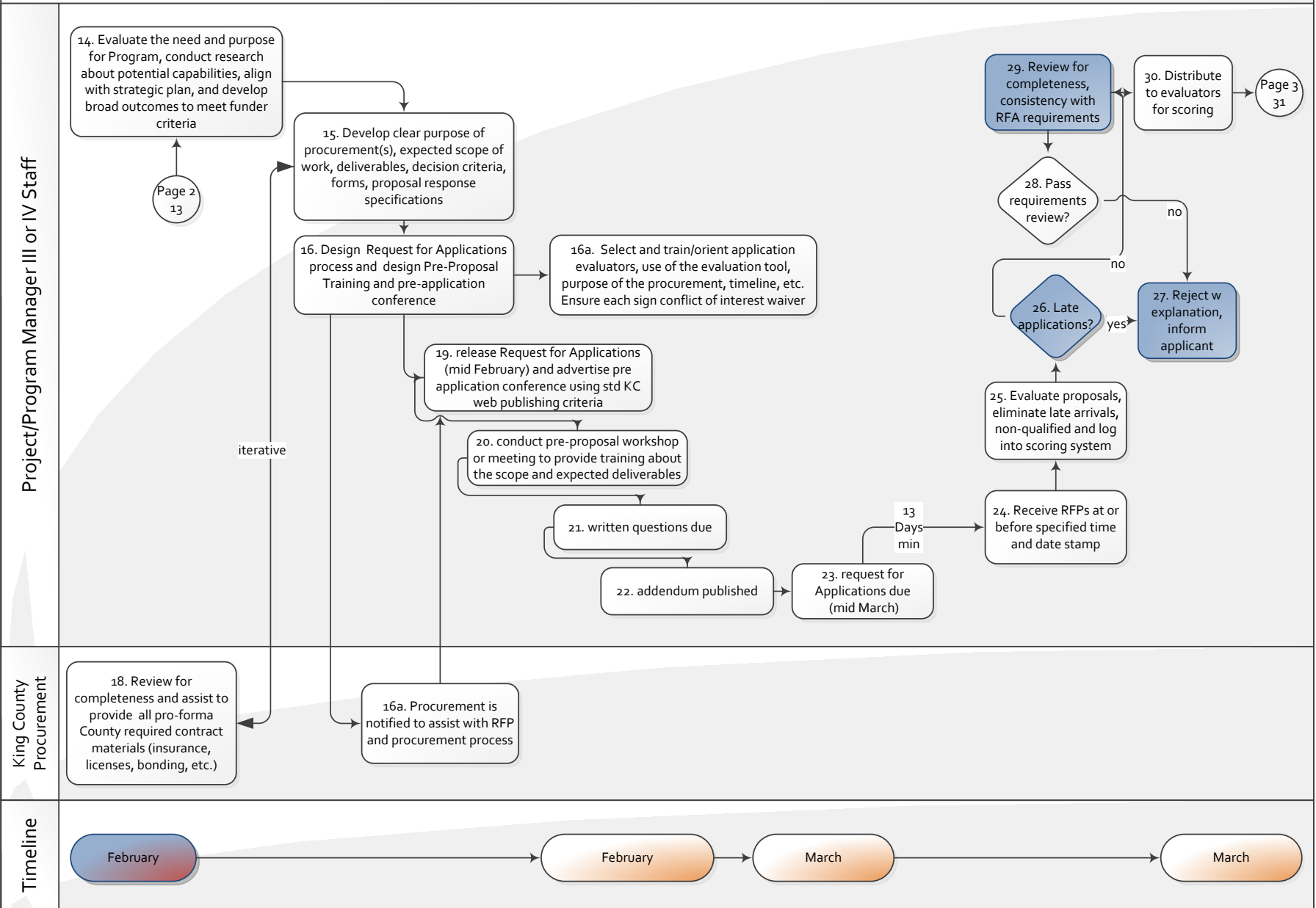


Appendix F – MHCADSD process map



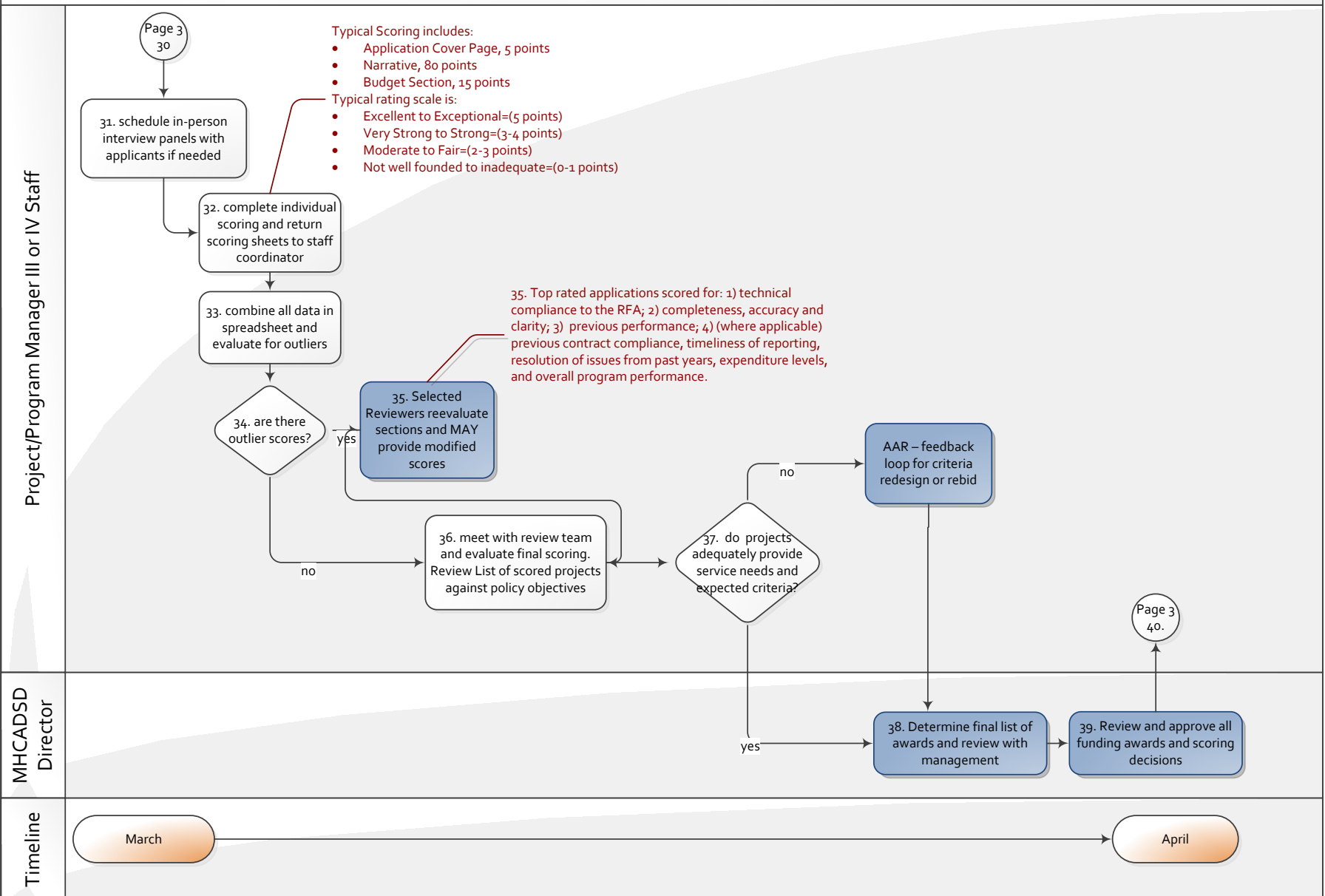
King County Mental Health Chemical Abuse and Dependency Services Division Procurement Process

Procurement



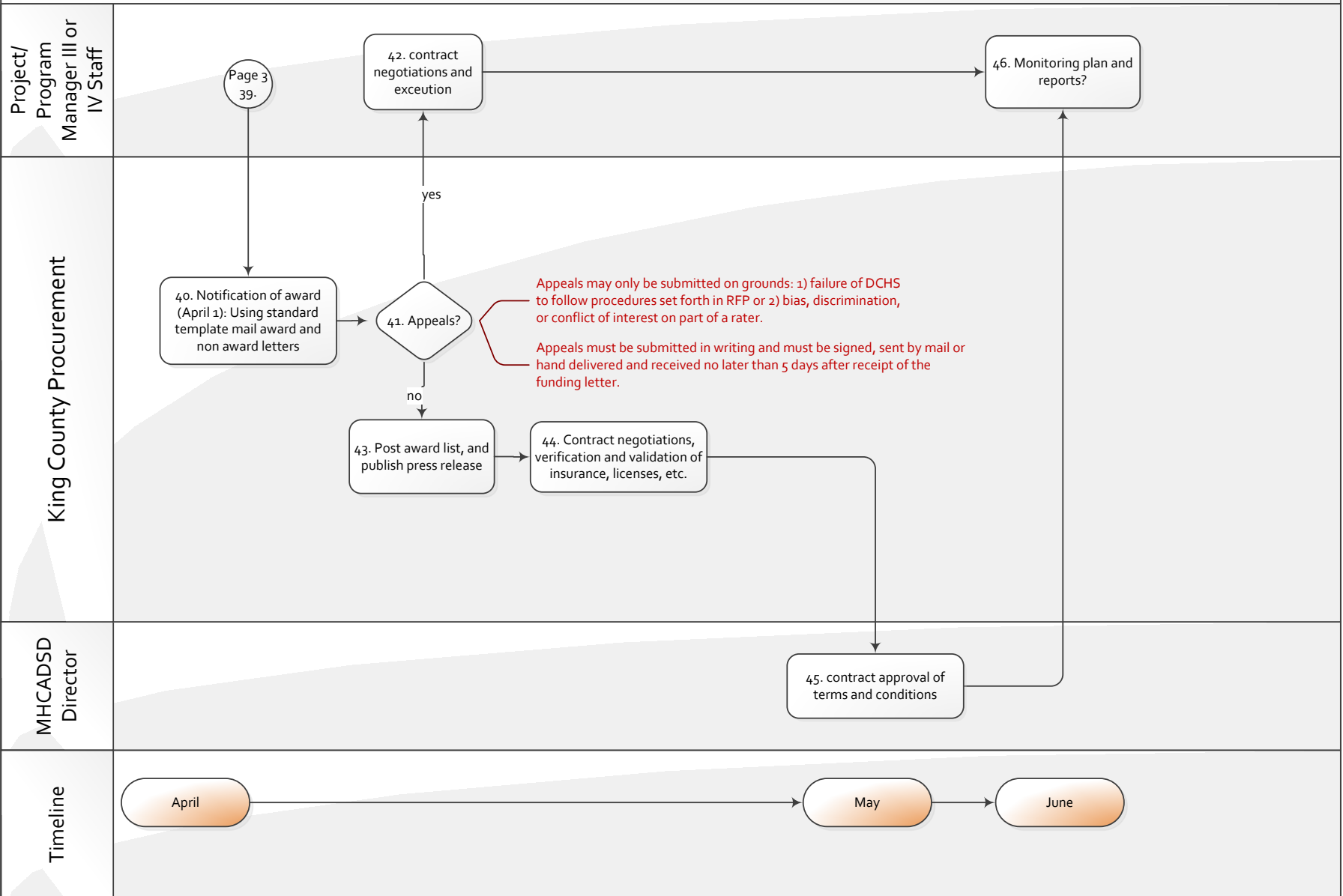
King County Mental Health Chemical Abuse and Dependency Services Division Procurement Process

Procurement Scoring

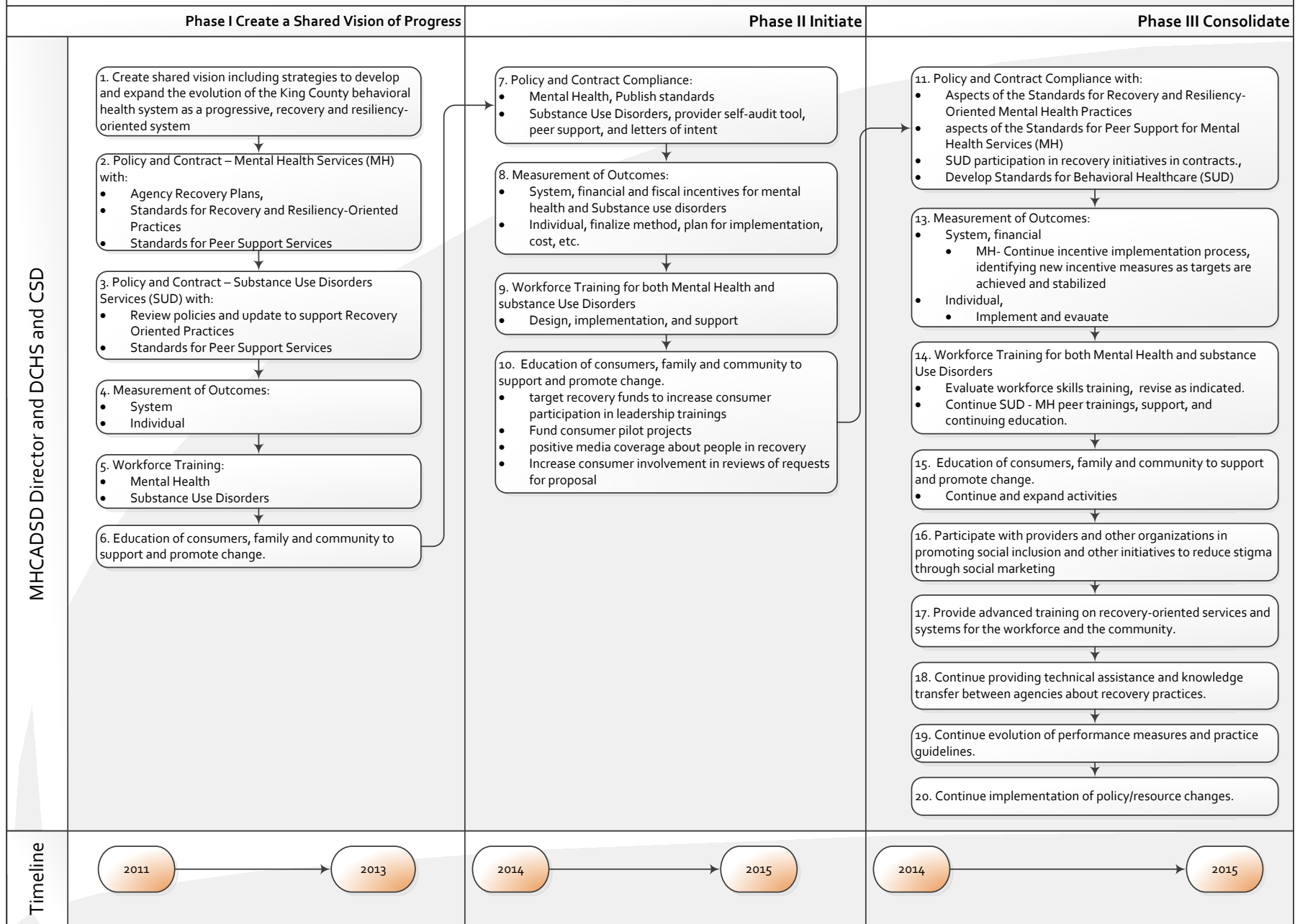


King County Mental Health Chemical Abuse and Dependency Services Division Procurement Process

Procurement Award and contracting



### King County Mental Health Chemical Abuse and Dependency Services Division Procurement Strategy Map



Appendix G – Inventory of Procurement Documents Reviewed

Procurement	Description	Documents	File Contents
1. Metro Bus Ticket	An annual request for applications to provide subsidized bus tickets to eligible agencies to help meet the transportation needs of homeless and/or low income persons.	Bus Ticket RFP Process	A draft document that describes the object of the procurement and the process used.
		King County 2012 Human Services Bus Ticket Application Final	The actual application that must be filled out and returned.
		King County Human Services Bus Ticket Program Policies and Guidelines 2012 Final	Instructions to the applicant that describes the process for application, eligibility requirements, and funding priorities.
2. Community Development Block Grant	An annual request for applications for Community Development Block Grant (CDBG) projects. It is triggered by an annual entitlement formula allocation from the US Department of Housing and Urban Development. A notice of funding availability is posted and applications for grants for projects are requested. Grants are accepted in 5 categories: Community Facilities, Public Improvements, Parks, Economic Development, and Home Repair.	CDBG RFP process	A draft document that describes the object of the procurement and the process used.
		2012_PART I II GENERAL and AGENCY INFORMATION_CDBG CAP_APP_FINAL	First two sections of the application, to be filled out by all applicants.
		PART III Community Facilities 2012_FINAL	Portion of the application to be filled out for Community Facilities projects
		PART IV Public Improvements 2012_FINAL	Portion of the application to be filled out for Public Improvement projects
		PART V Parks 2012_FINAL	Portion of the application to be filled out for Parks projects
		Part VI - Economic Development 2012_FINAL	Portion of the application to be filled out for Economic Development projects
		PART VII Minor Home Repair 2012_FINAL	Portion of the application to be filled out for Minor Home Repair projects
		Standardized Application Guidelines 2012_FINAL	Instructions to the Applicant on funding availability, technical assistance, application process,
Review Evaluation Tools	Six documents used for evaluating the applications, A checklist for mandatory requirements and sections 1 & 2, then one each for the 5 categories of projects		
3. Combined Funders Capital Application for Multifamily Housing	An Annual RFP that provides capital funds for permanent, affordable housing combining multiple fund sources.	Combined Funders Capital RFP Process	A draft document that describes the object of the procurement and the process used.
		2011 HFP NOFA	Notice of Funding Availability
		WHAT'S NEW TEXT	Appears to be an advertisement of the funding availability
		2011 Multi-family Request for Proposal	This is the request for proposals
		2011 Combined Funders Application	This is the application form, including instructions
		2011 Combined Funders Excel Forms	Additional forms required to be submitted with the application
		2011 KC Supplemental Questions	Additional questions required by King County



Procurement	Description	Documents	File Contents
		2011 State Housing Trust Fund Addendum	A form with additional questions required by the State Housing Trust Fund
		Compiled Briefing Draft October 2011 JRC Version	A report recommending projects to be funded
4. Combined Funding for Services Operations & Rental (Permanent)	Annual RFP that provides funds for operating and rental assistance for permanent, affordable housing. Funding is from many sources.	Combined Funders Operating Permanent	A draft document that describes the object of the procurement and the process used.
		Combined Funders Operating Permanent LLP edits	A PDF version of the preceding document
		2011_Combined_NOFA_for_Homeless_Housing	Notice of Funding Available
		2011_Questions_Answers_2011_09_15	Commonly asked questions
		Fall 2011 Application Guidelines_2011_08_05	The request for proposals
		Fall 2011 Application_2011_08_24	The application to be filled out
		Fall_2011_RFP_Budget_Workbook_2011_08_17	Budget forms for submission with the application
		Fall 2011 Review Instructions and Timeline_10_13_11	Instructions to reviewers
		ORS_Review_Tool_2011	Scoring tool
		Fall 2011 Reviewer matrix_2012_06_14	Scoring Matrix
5. Combined Funding for Services, Operating and Rental Assistance for Time Limited Housing	A biannual RFP that provides funds for operating and rental assistance for temporary housing including shelter, transitional housing and emergency assistance. Funding is from many sources.	Combined Funders Operating Time Limited	A draft document that describes the object of the procurement and the process used.
		Combined Funders Operating Time Limited LLP edits	A PDF version of the preceding document
		2011_Time_Limited_Housing__Services_RFP__Ap plication_Guidelines_Final	The request for proposals
		2011_Time_Limited_Housing_Services_RFP_Appli cation_Final	The application to be filled out
		2011_Time_Limited_Housing_&_Services_RFP_Bu dget_Workbook_Final	Budget forms for submission with the application
		Q and A Updated July 28	An addendum that includes questions and answers
		2011 Time Limited Housing and Emergency Services Applications Proposal Overview and Instructions final	Instructions to reviewers
		2011 Threshold Review Time Limited housing RFP	A Proposal review form
		2011 Technical Review final Time Limited Housing RFP	A Proposal review form
		2011 RFP REVIEW TOOL Time Limited Housing RFP	A Proposal review form
		2012-12 Time Limited RFP Draft Rank Order	Matrix of proposals giving initial scores
		2012-12 TLH Award List_The Final	Listing of successful proposals with amount of award.
6. King County Housing Finance	Annual RFP that provides	HFP Homeownership RFP Process	A draft document that describes the object of the procurement and the process used.

Procurement	Description	Documents	File Contents
Program Home Ownership Application	funding to agencies that will create homeowners. It typically uses federal funds.	HFP Homeownership RFP Process LLP edits	A PDF version of the preceding document
		2011 Homeownership Request for Proposal	The request for proposals
		2011 State Homeownership Application	The application to be filled out
		2011 Homeownership Excel Forms	Forms to be filled out in conjunction with the application
		Compiled Briefing Draft October 2011 JRC Version	A report recommending projects to be funded
7. Senior Center Funding	Provide funding to Senior Centers or Community Centers for additional programs for Seniors.	1215-08	The request for proposals
		2008 Sr Ctr RFP Narrative	List of projects recommended for funding
		Sr Ctr Proposal Rating Guide	Evaluation form and instructions to evaluators
8. Building Community Coalitions for Drug Free Youth	A request for applications to develop community coalitions in specific geographical area to support Drug Free Youth.	1047-12	The request for applications
		1047-12_ad1	An addendum containing questions and answers
		1047-12_attachA	An attachment to the RFA providing information for the applicant
		1047-12_attachB	An attachment to the RFA providing information for the applicant
		1047-12_attachC	An attachment to the RFA providing information for the applicant
		1047-12_attachD	An attachment to the RFA providing information for the applicant
		1047-12_attachE	An attachment to the RFA providing information for the applicant
1047-12_attachF	Sample contract and agreement		
9. MIDD Wrap Around Services RFP	Specifically, the County is seeking proposals for: Five (5) Wraparound Delivery Teams, each comprised of one (1) full time coach, the equivalent of two (2) full time parent partners, and six (6) full time facilitators. Provider network capacity geographically distributed throughout King County. Provider network capacity to address diverse and/or special needs (e.g., culturally specific needs; children,	RFP MIDD Wraparound for children youth and families	The request for proposals
		9-20-07 Directions TO RATERS	Instructions to evaluators
		Training RFP review tool 2	A sample form to be filled out by evaluators (not for this procurement)
		2009 Wraparound RFP Score Summary Final	Consolidated scoring sheet.

Procurement	Description	Documents	File Contents
	youth and families who have been involved with the child welfare or juvenile justice system; immigrant and refugee families).		
10. Collaborative School-based Mental Health and Substance Abuse Services RFP	A request for proposals to support new or enhanced collaborative school-based mental health and substance abuse services, with an emphasis on indicated prevention, early intervention, screening, brief intervention and referral to treatment.	RFP 1003-10-RLD	The request for proposals
		1003-10_ad1	An addendum containing questions and answers
		1003-10_ad2	A second addendum containing questions and answers.

Appendix H - Policy Nexus Table

Policy Area / Policy Level	Early intervention	Families at risk	Increase employment	Reduce use of criminal justice, emergency medical & crisis mental health	Assist veterans	Protect the vulnerable	Reduce homelessness
Countywide Policy documents							
10 Year plan to end homelessness (2004)				<ul style="list-style-type: none"> <li>Housing support for clients exiting public institutions</li> </ul>			<ul style="list-style-type: none"> <li>Prevent homelessness</li> <li>Immediate housing for those who become homeless</li> <li>Increase housing options</li> <li>Services for maintaining housing stability</li> <li>Housing support for clients exiting public institutions</li> </ul>
Regional human services levy ordinance (2006)	<ul style="list-style-type: none"> <li>Child development for children at risk</li> </ul>	<ul style="list-style-type: none"> <li>Assistance for veterans and their families</li> </ul>	<ul style="list-style-type: none"> <li>Increase self sufficiency by linking to employment</li> </ul>	<ul style="list-style-type: none"> <li>Links between courts, emergency medical &amp; public safety and housing</li> <li>Reduce use of criminal justice and emergency medical by linking to housing</li> <li>Reduce criminal justice recidivism by linking to housing &amp; employment</li> </ul>	<ul style="list-style-type: none"> <li>Assistance for veterans and their families</li> <li>PTSD treatment</li> </ul>		<ul style="list-style-type: none"> <li>Improve access to and success in housing</li> </ul>
MIDD Action Plan (2007)				<ul style="list-style-type: none"> <li>Reduce use of criminal justice system, health facilities by mentally ill and chemically dependent</li> </ul>			
Countywide strategic plan (2010)	<ul style="list-style-type: none"> <li>Early intervention for children at risk</li> </ul>			<ul style="list-style-type: none"> <li>Reduce use of crim justice, emergency medical &amp; crisis mental health</li> </ul>			<ul style="list-style-type: none"> <li>Prevent &amp; reduce homelessness</li> </ul>
Equity & Social Justice Ordinance (2010)			<ul style="list-style-type: none"> <li>Increase self sufficiency through job training &amp; jobs</li> </ul>				<ul style="list-style-type: none"> <li>Safe, affordable, high quality &amp; health housing</li> </ul>
County budget (2011 & 2012)						<ul style="list-style-type: none"> <li>Support domestic violence shelters</li> <li>Legal aid, services for sexual assault survivors</li> <li>Address youth prostitution</li> </ul>	

Policy Area / Policy Level	Early intervention	Families at risk	Increase employment	Reduce use of criminal justice, emergency medical & crisis mental health	Assist veterans	Protect the vulnerable	Reduce homelessness
DCHS Policy Documents							
King Co veterans and human services levy service improvement plan (2006)		<ul style="list-style-type: none"> <li>Nurse family partnership/ add employment links</li> <li>Treatment for maternal depression</li> <li>Services for caregiver-child relationships</li> <li>Educational and employment services for single parents exiting criminal justice system in transitional housing</li> </ul>	<ul style="list-style-type: none"> <li>Educational and employment services for single parents exiting criminal justice system in transitional housing</li> </ul>	<ul style="list-style-type: none"> <li>Triage and assist high users of courts, sobering centers, jails, health system</li> <li>Educational and employment services for single parents exiting criminal justice system in transitional housing</li> </ul>	<ul style="list-style-type: none"> <li>Expand geographic range of veterans services</li> <li>Improve website/ phone links to services</li> <li>Increase permanent housing for vets</li> <li>Housing stability for vets</li> <li>PTSD care</li> <li>Integrate mental health &amp; chemical dependency with primary care</li> <li>Treat depression in chronically vets</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Build capacity in South King Co re: homelessness</li> <li>Triage and assist high users of courts, sobering centers, jails, health system</li> <li>Increase permanent housing</li> <li>Landlord risk reduction</li> <li>Housing stability for at risk people</li> <li>Treat depression in elderly who have transitioned to perm housing</li> </ul>
Framework policies for human services (2007)			<ul style="list-style-type: none"> <li>Job readiness &amp; employment</li> </ul>	<ul style="list-style-type: none"> <li>Reduce growth of emergency medical &amp; criminal justice involvement</li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Prevent &amp; eliminate homelessness</li> </ul>

Policy Area / Policy Level	Early intervention	Families at risk	Increase employment	Reduce use of criminal justice, emergency medical & crisis mental health	Assist veterans	Protect the vulnerable	Reduce homelessness
DCHS Policy Documents							
DCHS business plan (2010)	<ul style="list-style-type: none"> <li>• Early intervention services for infants and toddlers with developmental delays</li> </ul>	<ul style="list-style-type: none"> <li>• School-based mental health, substance abuse, suicide prevention, juvenile court, family treatment court services</li> <li>• Chemical dependency treatment program</li> <li>• Work training and YouthSource services to serve youths who have dropped out/at risk</li> <li>• Functional family therapy, Multi-systemic therapy for justice involved youth</li> <li>• Mental health services for justice involved youth</li> </ul>	<ul style="list-style-type: none"> <li>• Employment training and counseling for dislocated workers</li> <li>• Education and job training for at-risk youth</li> <li>• Help DD adults prepare for employment</li> <li>• Employment counseling, case mgmt for veterans, parents leaving criminal justice system</li> </ul>	<ul style="list-style-type: none"> <li>• Increase access to mental health &amp; substance abuse services for those not on Medicaid</li> <li>• New crisis diversion center, respite beds, behavioral health crisis teams</li> <li>• Increased capacity for jail liaison and jail re-entry pgms</li> <li>• Facilitate access to chemical dependency and MH treatment</li> <li>• Help veterans in criminal justice system stabilize</li> <li>• Jobs skills assistance for low-income people leaving criminal justice system</li> <li>• Supportive housing for people with mental illness, chemical dependency, co-occurring disorders</li> <li>• Treatment for mentally ill persons leaving the criminal justice system</li> </ul>	<ul style="list-style-type: none"> <li>• Help veterans in criminal justice system stabilize</li> <li>• Treatment of depression in chronically ill and disabled elderly veterans and the elderly, seniors who have transitioned from homelessness to permanent housing</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Move families quickly into permanent housing</li> <li>• Outreach, respite, mental health, substance abuse services for people leaving jail and hospitals. Development of permanent housing options.</li> <li>• Housing stability and rapid re-housing, improved discharge planning for those leaving hospitals, jail, foster care</li> <li>• Landlord liaison project</li> </ul>

**Policy Nexus Findings:**

Policy Area	Early intervention	Families at risk	Increase employment	Reduce use of criminal justice, emergency medical & crisis mental health	Assist veterans	Protect the vulnerable	Reduce homelessness
Comments	<p>Good connection between DCHS and County policy. "At-risk" is not defined anywhere.</p> <p>Mostly implemented by DDD.</p>	<p>No County policies on family services other than families of veterans (ordinance)</p>	<p>Good connection between DCHS and County policy.</p> <p>Good inter-connections with other human service policy areas.</p>	<p>Good connection between DCHS and County policy.</p> <p>Good inter-connections with other human service policy areas.</p> <p>Support in at all levels of policy and in all policy docs.</p>	<p>Policy goals are mostly in the Levy Ordinance.</p> <p>DCHS policies support levy goals.</p>	<p>Only mentioned in County budget as line items. Not in DCHS policy docs.</p>	<p>Good connection between DCHS and County policy.</p> <p>Good inter-connections with other human service policy areas.</p> <p>Support in at all levels of policy and in all policy docs.</p>

Appendix I – Policy-Procurement Nexus Table

























Procurement Statistical Summary Table




























Procurement Stats	Bus Tickets	CDBG	Multi-family capital	ORS-non time limited housing	ORS-Time limited housing	Home ownership	Senior center funding	Community coalitions- drug free youth	MIDD wraparound	School-based MH / substance abuse
Procurement ID	N/A	Community Development Block Grant (CDBG) Capital Funding	Housing Finance Program Multi-Family Application	Operating Support, Rental Assistance & Supportive Services (ORS) for new & existing housing	Time Limited Housing and Emergency Services	Housing Finance Program Home-ownership Application	1215-08RLD Senior Center Programs	1047-12-CMB Building Community Coalitions for Drug Free Youth	001-0309 MHCADSD MIDD Wraparound for Children, Youth and Families	1003-10-RLD Collaborative School-based Mental Health and Substance Abuse Services
Year Issued	2012	2011	2011	2011	2011	2011	2008	2012	2009	2010
Frequency of Issue	Annual	Annual	Annual	Annual	Bi-annual	Annual	1x only	1x only		Annual
Administering Division	CSD	CSD	CSD	CSD	CSD	CSD	CSD	MHCADSD	MHCADSD	MHCADSD
Funding	\$1.8 M	\$1.6 M	\$8.8M	\$14.2 M	\$3.9 M	No set amt	\$300,000	\$260,000	\$685,000 per year	\$1.1 M
Funding source	City/ County	Federal CDBG grant	Various	State/ County/ City/ Housing Authority/ United Way	Various	Fed/ local	County	Federal	County	County


















Policy-Procurement Nexus Table

= Procurement covers policy area														
	Policy Goal	Implementation Method										Notes		
		Procurement												
		Bus Tickets	CDBG	Multi-family housing capital	ORS-non time limited housing	ORS-Time limited housing	Home ownership	Senior center funding	Community coalitions-drug free youth	MIDD wraparound	School-based MH / substance abuse	Other procurement	In-house	
County / DCHS Policy Goals	Early Intervention for at-risk children													DDD contracts
	<b>Increase employment</b>													
	• Job training													
	• Increase self-sufficiency													
	• Employment services for single parents leaving crim justice system													
	• Employment services for dislocated workers													
	• Employment & job training for at-risk youth													Combination of direct service, partners co-located at Worksource, other vendors
	• Employment services for veterans													
	<b>Reduce use of criminal justice, emergency medical &amp; crisis mental health</b>													
	• Reduce use of criminal justice and emergency medical by linking to housing													
• Reduce criminal justice recidivism by linking to housing & employment														
• Triage and assist high users of courts, sobering centers, jails, health system														
• Educational and employment services for single parents exiting criminal justice system in transitional housing														

 = Procurement covers policy area													
	Policy Goal	Implementation Method										In-house	Notes
		Procurement											
		Bus Tickets	CDBG	Multi-family housing capital	ORS-non time limited housing	ORS-Time limited housing	Home ownership	Senior center funding	Community coalitions-drug free youth	MIDD wraparound	School-based MH / substance abuse	Other procurement	
County / DCHS Policy Goals	<ul style="list-style-type: none"> <li>Increase access to mental health &amp; substance abuse services for those not on Medicaid</li> </ul>												
	<ul style="list-style-type: none"> <li>New crisis diversion center, respite beds, behavioral health crisis teams</li> </ul>												
	<ul style="list-style-type: none"> <li>Increased capacity for jail liaison and jail re-entry programs</li> </ul>												
	<ul style="list-style-type: none"> <li>Facilitate access to chemical dependency and MH treatment</li> </ul>												
	<ul style="list-style-type: none"> <li>Help veterans in criminal justice system stabilize</li> </ul>												
	<ul style="list-style-type: none"> <li>Jobs skills assistance for low-income people leaving criminal justice system</li> </ul>												
	<ul style="list-style-type: none"> <li>Supportive housing for people with mental illness, chemical dependency, co-occurring disorders</li> </ul>												
	<ul style="list-style-type: none"> <li>Treatment for mentally ill persons leaving the criminal justice system</li> </ul>												
	<b>Assist Veterans</b>												
	<ul style="list-style-type: none"> <li>Expand geographic range of veterans services</li> </ul>												
<ul style="list-style-type: none"> <li>Improve website/ phone links to services</li> </ul>													
<ul style="list-style-type: none"> <li>Housing stability for vets</li> </ul>													
<ul style="list-style-type: none"> <li>PTSD care</li> </ul>													
<b>C O</b>	<ul style="list-style-type: none"> <li>Integrate mental health &amp; chemical</li> </ul>												

 = Procurement covers policy area													
	Policy Goal	Implementation Method										Notes	
		Procurement											
		Bus Tickets	CDBG	Multi-family housing capital	ORS-non time limited housing	ORS-Time limited housing	Home ownership	Senior center funding	Community coalitions- drug free youth	MIDD wraparound	School-based MH / substance abuse	Other procurement	In-house
	dependency with primary care												
	<ul style="list-style-type: none"> <li>Treat depression in chronically vets</li> </ul>												
	<ul style="list-style-type: none"> <li>Help veterans in criminal justice system stabilize</li> </ul>												
	<ul style="list-style-type: none"> <li>Treatment of depression in chronically ill and disabled elderly veterans, seniors who have transitioned from homelessness to permanent housing</li> </ul>												
	<b>Reduce Homelessness</b>												
	<ul style="list-style-type: none"> <li>Immediate housing for those who become homeless</li> </ul>												
	<ul style="list-style-type: none"> <li>Services for maintaining housing stability</li> </ul>												
	<ul style="list-style-type: none"> <li>Build capacity in South King Co re: homelessness</li> </ul>												
	<ul style="list-style-type: none"> <li>Landlord liaison and risk reduction</li> </ul>												
	<ul style="list-style-type: none"> <li>Housing stability for at risk people</li> </ul>												
	<ul style="list-style-type: none"> <li>Treat depression in elderly who have transitioned to perm housing</li> </ul>												
	<ul style="list-style-type: none"> <li>Move families quickly into permanent housing</li> </ul>												
	<b>Protect the Vulnerable</b>												
	<ul style="list-style-type: none"> <li>Shelter for domestic violence survivors</li> </ul>												Line item in County budget

 = Procurement covers policy area														
	Policy Goal	Implementation Method										In-house	Notes	
		Procurement												
		Bus Tickets	CDBG	Multi-family housing capital	ORS-non time limited housing	ORS-Time limited housing	Home ownership	Senior center funding	Community coalitions-drug free youth	MIDD wraparound	School-based MH / substance abuse	Other procurement		
	<ul style="list-style-type: none"> <li>Legal aid &amp; services for sex assault survivors</li> </ul>												Line item in County budget	
	<ul style="list-style-type: none"> <li>Address youth prostitution</li> </ul>												Line item in County budget	
DCHS-only Policy Goals	<b>Families at Risk</b>													
	<ul style="list-style-type: none"> <li>Nurse family partnership/ add employment links</li> </ul>												Public Health function	
	<ul style="list-style-type: none"> <li>Treatment for maternal depression</li> </ul>												Public Health function	
	<ul style="list-style-type: none"> <li>Services for caregiver-child relationships</li> </ul>												Public Health function	
	<ul style="list-style-type: none"> <li>School-based mental health, substance abuse, suicide prevention, juvenile court, family treatment court services</li> </ul>													
	<ul style="list-style-type: none"> <li>Chemical dependency treatment program</li> </ul>													
	<ul style="list-style-type: none"> <li>Work training and YouthSource services to serve youths who have dropped out/at risk</li> </ul>													
<ul style="list-style-type: none"> <li>Functional family therapy, Multi-systemic therapy for justice involved youth</li> </ul>														
Non-DCHS Policy	Subsidized bus tickets for homeless												Transportation policy covers this	
	Healthful & physical activities at senior centers												Public Health policy covers this	
	Economic development												Economic development policy covers this	

## Appendix J – Best Procurement Practices

### RFP Contents

- **Background** – A short section giving any necessary background information about the agency issuing the RFP or for whom the work is to be done.
- **Purpose of the RFP** – A short section that describes what services or products are being solicited. Will include information on whether single contract or multiple contracts, payment terms, etc. (If contracts will be let on a geographic basis, it should be listed here)
- **Vendor qualification requirements** – Any restrictions on who may submit proposals (e.g. Services must be performed in King County by a licensed caregiver)
- **Instructions to vendor**–Instructions on date, time, place, number of copies, and method of proposal submission. Electronic submission as an email attachment should be the preference, unless the agency needs a large number of copies of the proposal. Potential vendors should be informed of procedures (including a time limit) for protesting an award.
- **Calendar of events** – Date and time of anticipated procurement events, including pre-proposal conference (if any), last date for written questions, answer publication date, proposal submission, proposal evaluation, oral presentations (if any), best and final offer (if any), intent to award, contract negotiations, and contract start date.
- **Services to be performed under the contract** – Scope of Work, a detailed description of what services and facilities the contractor is expected to perform during the term of the contract. Project scope is determined by governing body priorities, needs assessments, or established policy documents.
- **Performance requirements** – Description of quality standards by which the performance will be measured. Can serve as a foundation for a service level agreement.
- **Response format** – Instructions to the vendor on what must be in the proposal. Should include business and/or mandatory requirements, description of how they will meet the requirements of the statement of work, cost. RFP should also include an outline showing the order and contents of the proposal.
- **Standard terms and Conditions** – the contract terms and conditions the vendor will be expected to sign. It can be a reference to an attached sample contract. If terms and conditions are negotiable, it should list any mandatory conditions as such.

- **Evaluation Criteria** – Criteria should be designed to address specific SOW requirements. a description of the weights <sup>Appendix G</sup> given to the various parts of the response format and the factors that will be used to judge the quality of the response. Financial criteria should have the evaluation formula described along with an example. Potential vendors should be informed of procedures (including a time limit) for protesting an award.

### Procurement Process

- **Evaluation Committee Selection** – an evaluation committee of 5 – 7 persons with sufficient knowledge of the subject to be able to understand the nuance of the proposals and who have the confidence of executive management. Preferably the same people who were involved in the development of the scope of work and evaluation criteria.
- **On-line Evaluation Tool** – if available, the evaluation committee should use an on-line evaluation tool to standardize the capture of evaluation information and impose consistency of method.
- **Evaluation Committee Training** – the committee should be familiarized with the purpose of the RFP, the policy or strategic basis of the SOW, the scope of work, the required proposal format, evaluation criteria, and the evaluation Process, procedure for resolving scoring differences, how to use the scoring tool.
- **Review of RFP** – the members of the committee should review the RFP prior to the receipt of the proposals.
- **Mandatory Requirements Checklist** – a checklist of all mandatory requirements should be prepared.
- **Advertise the Procurement** - Advertise at least once the purpose, scheduled date, location and time of a pre-proposal conference if applicable, or the name of a contact person (source: KC Code 4.16.080)
- **Publish the RFP** - RFP published in official King County source (King Co website) (source: Quick Start Guide to Procuring Goods and Services – King Co)
- **Issue the RFP** – At the same time the RFP is published it should be sent (electronically) to any pre-registered vendors.
- **Proposal Preparation Period** – potential vendors should be given a minimum of four weeks to prepare their proposals.
- **Receive Proposals** – when proposals are received they should be entered into a log with the date and time when they are received and whether they met the submission requirements (by deadline, proper number of copies, etc.). Late proposals should not be accepted or opened, they should be returned to sender.

- **Proposal Opening and Mandatory Requirements Review** – All proposal packages should be opened and the contents checked against the mandatory requirements checklist. Any proposal failing to meet a mandatory requirement should be declared non-responsive and undergo no further review.
- **Training/Conflict of Interest Statements** – after the list of vendors is known, the members of the evaluations committee should be briefed on the policy and program goals of the procurement and how to review and evaluate the proposals. The committee members should also sign statements attesting to any possible conflict of interest. If a potential conflict of interest exists, executive management should be informed and decide whether the conflict is material enough that the committee member should recuse themselves.
- **Proposal Review** – each member of the evaluation committee should review every proposal prior to the actual evaluation sessions.
- **Proposal Evaluation Sessions** – the evaluation committee meets as a group and evaluates the proposals using a structured evaluation methodology.
  - Proposals should be evaluated by the entire committee meeting as a group.
  - Proposal elements should be evaluated “horizontally” with each element evaluated by each reviewer before moving on to the next element.
  - Large scoring disparities are resolved at the direction of the Committee chairperson before moving on to the next element. The element can be re-scored by the Committee members based on the discussion.
  - References should be interviewed using a questionnaire that is the same for each proposer.
- **Cost Evaluation** – cost points are assigned based on total cost or rate depending on type of contract. Formula used is lowest proposal cost divided by current proposal cost times number of points in cost criteria. Cost evaluation may be performed by financial staff in parallel with technical proposal evaluation.
- **Prepare Evaluation Report** – The proposal manager will prepare a report of the evaluation process including a summary of the scoring of all proposals and the committee’s recommendations. This report will be presented to executive management for review and comment.
- **Funding Recommendation**– is prepared by agency staff. Final funding recommendations are made to the jurisdiction’s governing body (e.g., City Council, County Council) by the review panel with final decisions made by governing body with the option of referring the funding recommendation back to the agency and/or Evaluation Committee for further consideration.

- **Intent to Award** – the agency will prepare letters to all vendors to let them know that the agency intends to award the contract(s). The letter to the winning vendor(s) should inform them of where and when contract negotiations are expected to occur. Unsuccessful vendors should be informed that they were unsuccessful.



**Appendix K – PCSS Standards**

1. All formal\* proposals are date/time stamped (source: CON 7-1-2)
2. No proposals are accepted after the due date and time (source: CON 7-1-2/KCC 4.16.025)
3. Award is based, among other stated criteria, on:
  - a. Expertise of the contractor
  - b. Financial capacity of the contractor (source: KC Code 4.16.080)
4. Advertise at least once the solicitation title, scheduled date, location and time of a pre-proposal conference if applicable, or the name of a contact person (source: KC Code 4.16.080)
5. Notice of Formal RFP is published in local newspaper (RCW 36.32.245), and also official King County internet resource (King Co website) (source: Quick Start Guide to Procuring Goods and Services – King Co)
6. Formal RFP issued at least 13 days before proposal due date opening in a newspaper of general circulation (source: RCW 36.32.245 and Quick Start Guide to Procuring Goods and Services – King Co)
7. Proposer questions and answers issued in published, web-posted addenda (source: Quick Start Guide to Procuring Goods and Services – King Co)
8. Decision making process (evaluation materials, including scoring and evaluator notes) documented (source: Quick Start Guide to Procuring Goods and Services – King Co)
9. If the contract is less than \$25,000, the agency must solicit at least 3 quotes or proposals. Agency must keep a record of the quotes and evaluation/award materials. (source: King County Code 4.16, CON 7-2-1, and Quick Start Guide to Procuring Goods and Services – King Co)

**Appendix L – Acronym Key**

BMP – best management practice

CSD – Community Services Division

DCHS – Department of Community and Human Services

MHCADSD – Mental Health Chemical Abuse and Dependency Services Division

MIDD – Mental Illness and Drug Dependency

NOFA – Notice of Funding Available

ORS – Operating Support, Rental Assistance, and Supportive Services

PCSS – Purchasing and Contracting Services Section

RFP – Request for Proposal

SIP – Service Improvement Plan

## Summary

This response is provided to the DCHS Proviso Committee regarding the above referenced draft report, created and presented by David Howe of Strategica, Inc. The material contained in this response is the King County Procurement and Contract Services Section (PCSS) view and opinion on the findings and recommendations included in that report, plus any additional questions we may have regarding the intent and outcome of the review process itself.

## PART 1 – Introduction

### PCSS - Who we are

King County Procurement and Contract Services (PCSS) is part of the Finance and Business Operations (FBOD) Division of the King County Department of Executive Services (DES). PCSS follows the contracting guidelines established for large counties in Washington, using rules laid out in both the Revised Code of Washington and the King County Code (KCC) to conduct the solicitation and establishment of contracts for goods, services, public works, professional services, and other county needs. KCC 4.16.030 allows that certain levels of purchases, typically below a \$25,000 threshold, may be solicited directly at the department/division level, all formal procurements over \$25,000 solicited by PCSS are in accordance with other sections of 4.16. PCSS will also solicit for goods and services used by the county as a whole, creating universal contracts for such items as office supplies, furniture, and other everyday consumables used the daily business of the county.

### Work with the Department of Community and Human Services (DCHS)

DCHS fully uses PCSS for any contracting requirements where DCHS (and therefore the County) is the direct recipient of the good or service (which is the same as all County departments and agencies). However, DCHS typically uses their own internal resources to solicit and contract for what is generally known as “Agency/Grant contracts” where the County is providing funding to a community-based organization or other non-profit entity that in turn itself performs services directly to the public. PCSS has in the past worked with DCHS at their request in order to solicit these types of contracts or special projects when DCHS has desired to access PCSS resources, such as our web page and bid processing/management system.

Listed below are few examples of such solicitations over the past 3 years:

RFP 1143-12-CMB – Homeless Employment Project

RFP 1047-12-CMB – Building Community Coalitions for Drug-Free Youth

RFP 1003-10-RLD – Collaborative School-based Mental Health and Substance Abuse Services

RFP 1056-10-RLD – MIDD Crisis Diversion Services

RFP 1276-10-RLD – Regional Mental Health Court Clinical Services Team

Standard PCSS processes, include advertising in the Seattle Times (and if applicable, the Daily Journal of Commerce), posting on the PCSS website, using the Online Vendor Registration system for monitoring user activity such as downloading the RFP, issuing all addenda via the website, and monitoring/controlling the information flow between potential proposer and the solicitation/project team. All evaluation processes are reviewed by PCSS staff, and awards were issued through our office. Contracting, including negotiation, was conducted directly via DCHS staff, with PCSS input as required and requested.

## **PART 2 – Review of Strategica Report**

The following information is provided based on PCSS review of the report, and our agreement or disagreement with the findings and recommendations found therein.

### **Findings**

PCSS is in agreement with the assertions under the **Findings** section, including following solicitations standards established for PCSS-managed solicitations. In particular, we agree with providing the received questions and county-written responses to all participants in the process. The effective tool in meeting this standard is to post the questions and responses to a web site available to all interested parties. We also agree that the path to filing a protest must be noted in any solicitation document, even if it is a basic acknowledgement that such a path exists.

In addition, we also stress the importance of including experience and expertise as an evaluation criteria in solicitations, as both elements are indicative of likely future performance. While standard terms and conditions of the contract do not necessarily need to be a part of the solicitation, they should be easily available in some form to all potential respondents, possibly via a web posting. PCSS includes the standard terms in our solicitations to assist the bidders and proposers in making a determination of whether or not to participate.

Regarding an **On-line Evaluation Tool**, PCSS recommends that the evaluation process and associated format (including the final documenting program such as MS Word or Excel) be determined prior to the issuance of the solicitation, and that all affected parties (i.e. the evaluators and related solicitation personnel) be familiar with the required standards for completing the form. The tools used do not need to be “on-line”, but otherwise need to be available and consistent with the published evaluation criteria.

In the **Evaluation Criteria** itself, PCSS strongly agrees that there be a direct and appropriate correspondence between the nature of the work or services to be performed, and the necessary proposal elements that would be necessary to demonstrate the capacity to perform the work. These proposal elements (such as organization history/background/capacity, proposed expert personnel, previous history, etc.) would be the basis for establishing evaluation criteria that would be used to score the proposer's ability to meet those required elements. All proposers should be able to readily understand the relationship between the requested proposal elements and format, and the criteria used to review and value that submitted material.

PCSS also strongly agrees that the evaluation process must follow a natural (and transparent) "build" process, where the scoring from each phase of the process has weight, and that the final selected proposer will have the most points available, no matter how many phases they have gone through<sup>1</sup>. And we also strongly agree that a management committee cannot select one proposer over another if the evaluation process and outcome does not support that choice.

Finally, all evaluation criteria need to be determined prior to the publication of the solicitation. This does not mean that all questions need to be written prior to the receipt of proposals, but only that there will be certain points associated with an interview or demonstration, and that questions will be developed and used during this phase for ALL participants in that phase. All scored elements must be the same for each participating proposer.

### **Recommendations**

With one minor exception, PCSS agrees in principle with all of these recommendations, although their application may vary with each solicitation.

**Recommendation 2** in particular cites "financial capacity"; this can be proven in various ways, but the primary element used by PCSS is "Responsibility". Responsibility is an indication that an organization has the ability to perform the work as described. One might not have to have a large financial wherewithal to accomplish a particular task, but in any case they need to have the ability to perform it, which may be able to be proven in any number of manners.

Regarding **Recommendation 6**, the availability of protest procedures should be noted in each solicitation. However, details on the procedures may be incorporated in that document, and do not need to be included in each solicitation (that is, the full procedures do not need to be published in each RFP). As long as the procedures are documented and available, and all parameters for filing a protest are included, that should be sufficient to meet the requirement of having an available method for protesting either the RFP itself, or any subsequent award.

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<sup>1</sup> Note: it is possible to have an initial phase where respondents are scored in a "pass/fail" format, and then from that point those respondents that pass are moved to a next round as equals and then compete from that point. However, at some point there must be scoring that clearly delineates why one proposer's submittal and effort is clearly superior to others.

**Recommendation 8** notes the use of “on-line tools”. As previously noted in this response, tools do not necessarily need to be “on-line” to be otherwise available to an evaluation committee.

Regarding **Recommendation 7**, PCSS procedures do allow for this type of “consensus evaluation scoring”, and have used it a number of times over the past years. However, we primarily employ individual scoring that is compiled and tabulated, showing each individual raters scoring and notes related to that scoring. This indicates that each rater acted individually in their review of the submitted material, and that they were independent in their assessment of each proposal’s merits. However, we will encourage the Project Manager to review and correct any inconsistencies in scoring, such as two raters scoring a proposal with “95 out of 100” points, while a third rater scores the proposal as “30 out of 100” points. In this case, there would obviously be some form of inconsistency on what the raters are seeing or valuing, and it would be best for a reconciliation to occur so that all raters agree that they understand what the material is presenting and the intent of the evaluation criteria included in the RFP. Whatever the evaluation and scoring mechanism is selected; it just needs to be clearly communicated to proposer and applied consistently by staff.

### **PART 3 - Conclusion**

The remainder of the Report deals with the establishment of setting service priorities within DCHS. While PCSS has an interest in how services are solicited and contracted, we leave it up to our Departmental partners to establish the descriptions and award/contracting parameters for meeting those service requirements. Our role is to simply assist in appropriately documenting them in any given solicitation we issue.

PCSS believes that the Strategica report adequately notes the solicitation processes currently in use by DCHS, and draws the necessary attention to suggested changes and improvements that would make the DCHS solicitation process more in line with both King County’s solicitation methods and procedures (primarily as evidenced in the PCSS process), as well as other government and public agency approaches to soliciting services of these natures.

DCHS does use the PCSS process as they deem appropriate, and as noted above has worked with PCSS on a number of published solicitations, using all of the standards and tools that apply for formal, advertised solicitations.

The report raises points with respect to the basis or criteria for the determination of who leads the solicitation process. Clearly solicitations for goods and services internal consumption, are led by PCSS, other solicitations for services provided by community based organizations or non-profit entities providing services to the public, may be conducted by either PCSS or DCHS. DCHS intends to develop criteria for use in the determination of whether and when to use PCSS services. PCSS will review the criteria developed to ensure compliance with RCWs and King County Code.

PCSS appreciates the opportunity to participate in this review process. If you have questions regarding this report, please contact Roy Dodman, Special Projects Supervisor at 263-9293.