Intermediate Care Facility Employment Pilots
Request for Proposals

Response due date: September 23, 2015
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1. GENERAL INFORMATION AND REQUESTED SERVICES

This is a Request for Proposals announcement (RFP) issued by the Ohio Department of Developmental Disabilities (DODD)/Division of Policy and Strategic Direction /Employment First initiative (EF).

This RFP is intended to publicize the availability of Grant opportunities for services described herein. Neither the issuance of this RFP nor the receipt of any responses thereto, shall create any obligation to the State of Ohio to make any award pursuant hereto. The award of any grant(s) as a result of this RFP shall be at the sole discretion of DODD. Neither this RFP nor any response (“proposal”) submitted hereto are to be construed as a legal offer.

1.1 Confidential Information

All proposals and other material submitted shall become the property of DODD and may be returned only at DODD’s option. Proprietary information should not be included in a proposal or supporting materials because DODD will have the right to use any materials or ideas submitted in any proposal without compensation to the respondent. Additionally, all proposals will be open to the public after the award of any grant(s) or the decision is made not to award any grant(s).

1.2 Compensation

DODD encourages respondents, in their responses to the RFP, to be as creative as possible regarding cost to the State, as cost efficiency for the State will be a consideration in determining whether a grant(s) will be awarded based on responses to the RFP.

1.3 Mandatory Respondent Requirements

Respondents must fulfill the following requirements to apply:

- Respondents may not have any adverse actions through DODD Office of Provider Standards and Review and must be in full compliance of all conditions of participation at the time of award.
- Respondents must be able to demonstrate buy-in from a managing operator and the license owner to support the plans to move towards integrated services as well as demonstrate the ability and willingness to sustain changes after the end of the grant agreement. Respondents are required to provide a written statement from the managing operator and the license owner stipulating the philosophy behind the planned changes and the support provided by the governing structure of the Respondent to make such changes for the individuals served.
- Respondents acknowledge their responsibility to become a registered vendor with the State of Ohio prior to the submission of this application. Respondents must include their assigned State of Ohio Vendor ID in the transmittal letter. For directions on applying for a State of Ohio OAKS ID, please visit the Office of Ohio Shared Services website. For questions regarding this process, please contact the Office of Ohio Shared Services directly at 1.877.644.6771.

1.4 Term

Any grant agreement awarded to respondent shall be for a period of 21 months commencing on October 1, 2015, and terminating on June 30, 2017.

1.5 Pre-Proposal Webinar

A pre-proposal Webinar will be held Wednesday September 2, 2015 at 1:00 p.m. At this webinar, potential respondents may ask questions about the RFP and the RFP process. Respondents are reminded that no answers issued verbally at the webinar are binding on the State, and any information provided at the webinar, unless it is later issued in writing, also is not binding on the State.
1.6 Questions

All inquiries related to the RFP are to be submitted electronically to Stacy Collins at stacy.collins@dodd.ohio.gov and are not to be directed to any other staff member of DODD or the Intermediate Care Facility Employment Pilot workgroup. Failure to comply with this directive may disqualify respondent from further consideration for a grant as a result of this RFP. Questions must be received by 5:00p on September 16, 2015. Questions received after 5:00 p.m. on September 16, 2015 may not be considered. Please keep questions brief and of high priority. Responses to all questions will be promptly prepared by DODD and posted on the Employment First website (ohioemploymentfirst.org)

1.7 Proposals

Respondents interested in providing these services to DODD should submit proposals electronically, including the Transmittal Letter and other related documentation as required in this RFP.

RFPs should be submitted to: employmentfirst@dodd.ohio.gov

Proposals must be assembled in the following manner:

1. Transmittal Letter
2. Respondent Information
3. Business and Technical Proposals
4. Cost Proposal

In the transmittal letter please indicate the principal contact for the proposal along with a telephone number. All proposals must have an e-mail address included and the State of Ohio Vendor ID assigned by the Ohio Office of Shared Services.

It is the responsibility of the Respondent to make sure that solicitation responses are received by DODD on or before the designated time and date. Late submissions will not be accepted. The DODD clock is the official time for all solicitation submissions. All proposal packages must be sent via email and clearly marked Intermediate Care Facility Employment Pilots and are due September 23, 2015 by 5:00 p.m. Any proposal received by DODD after the due date and time will not be considered.

1.8 Best and Final Offer

The State may request best and final offers from those Respondents determined by the State to be reasonably viable for grant award. However, the State reserves the right to award a grant on the basis of initial proposals received. Therefore, each proposal should contain the Respondent’s best terms from a price and technical standpoint.

Following evaluation of the proposals the State may select the proposal(s) that are most advantageous to the State, for final contract negotiations/execution considering the cost and the evaluation criteria in this RFP.

1.9 DODD Overview

The Ohio Department of Developmental Disabilities (DODD) is responsible for overseeing a statewide system of services and supports for people with developmental disabilities and their families.

The mission of the Ohio Department of Developmental Disabilities (DODD) is continuous improvement of the quality of life for Ohio’s citizens with developmental disabilities and their families. The State is interested in proactively supporting DODD service providers in working towards a more inclusive model of care that enables individuals with disabilities more robust opportunities to seek employment and be served in integrated settings.
DODD will:

- Provide leadership in the development of public policy that supports self-determination, principles of freedom, support, authority, responsibility and confirmation.
- Conduct business in an ethical manner and within a formally structured Quality Management System.
- Develop sustainable resources that are consistently and equitably distributed and administered.
- Increase the capacity of state and local systems to support individuals and families.
- Work collaboratively with partners and stakeholders to establish statewide policy that positively affects the day-to-day lives of individuals and their families.
- Communicate and promote, throughout the Developmental Disability (DD) system, an environment of open dialogue about system issues and changes as they are developed and implemented.

BACKGROUND

Ohio launched its Employment First Initiative by Governor Kasich’s Executive Order in March 2012 (Executive Order 2012-05K). The Executive Order required state cabinet level agencies from the Ohio Departments of Education, Medicaid, Job and Family Services, Mental Health and Addiction Services, Opportunities for Ohioans with Disabilities Agency and the Ohio Department of Developmental Disabilities to partner in the development of a coherent strategic plan identifying each agency’s responsibility and contribution to having employment be the primary expected goal for working age adults with developmental disabilities. On September 24, 2012, the founding statute for Ohio’s Employment First policy was approved and placed in Ohio Revised Code, stating that employment services for people with developmental disabilities shall be directed at community employment.

The Governor’s Employment First Taskforce approved nine recommendations to guide successful implementation. The Employment First Advisory Committee, a diverse group of stakeholders representing public and private organizations, is working to operationalize the recommendations aimed at creating a culture that values the contributions of people with disabilities in the workplace and incentivizes competitive integrated employment.

1.10 RFP Objectives

The overall objective of this RFP is that DODD-certified Intermediate Care Facility providers support transformation of the organizational structures and service delivery models from facility-based to community-based service delivery models with a focus on community-based employment and adult day services for individuals with complex needs. The outcome will include, during the grant agreement period, the expectation that a targeted number of adults with intellectual disabilities and developmental disabilities (ID/DD) with complex needs obtain individual community employment and receive wrap around, integrated community day services. In general, respondents to this RFP will transform their governance, organizational structure, business/fiscal models, and programmatic practices to increase the delivery of integrated services and reduce the use of facility-based services while creating roadmaps for other Ohio service providers to do the same. It is intended that the proposal have a proportional representation of the ICF RAC Groups 1-6.

1.11 Grantee Responsibilities

The Grantee shall perform the following activities:

(a) Develop, and begin implementation of a strategic plan, that includes communication and outreach strategies and the support and participation of key stakeholders groups, that will result in the transformation of the service delivery of the individuals’ day and employment services in:

1. A decrease in the use of facility-based services.
2. An increase in integrated community-based employment and day services.
3. A focus on the achievement of individual integrated services for individuals with complex needs.
4. An increase in the utilization of braided funding supports.
5. An increased use of career discovery processes.
6. An increase in staff competencies and skills related to integrated employment and community services.

(b) Achieve integrated and community based services for a projected number of individuals, proportionate to the number of individuals served, who are currently receiving services in a facility-based setting.
   1. The target number of individuals to obtain integrated employment and day services, and the total number of individuals served, should be included in your proposal. The final target will be negotiated between DODD and the Grantee.
   2. The target must also include goals of service delivery hours, with 20-25 being the average weekly target goal of integrated community-based services.
   3. A targeted number of individuals who will identify their place on the Path to Community Employment.
   4. A target number of individuals with individual employment goals.
   5. A target number of individuals entering the career discovery process.

(c) Create a road map to be given to the DODD to be used for technical assistance with other DODD providers to assist them in meeting the above mentioned goals. This road map must include, but is not limited to:
   1. Approaches utilized for strategic planning
   2. Strategies utilized for stakeholder engagement
   3. Communication plans
   4. Strategies utilized for community development and support
   5. Staff training plans
   6. Fiscal analysis of costs associated with the changing of business models
   7. Funding structures that are unique to ICFs
   8. Addressing level of care and disability in the community
   9. Sustainability plan

Draft versions and a final version of the road map will be required as described in Section 1.12.

(d) Participate in state facilitated stakeholder groups which provide technical assistance, learning opportunities and direction to other agencies wishing to engage in similar activities.

(e) The Grantee shall give updates to the DODD EF Taskforce and Intermediate Care Facility work group, on a quarterly basis, to update the group on the progress of the project. All dates will be given in advance and with at least 14 calendar days’ notice to the Grantee.

The Grantee shall complete all deliverables as described in Section 1.12 below.

1.12 Deliverables

The following deliverables shall be completed by the Grantee to the satisfaction of the State. Note that all reports, roadmaps and work product generated by the grant agreement will become property of the State and State will have the unrestricted right to use or deploy those deliverables as it sees fit.

(a) Road Maps: As described in Section 1.11 above, the road map shall be a written document that outlines the strategies utilized to accomplish the systems transformation. The Road Map shall include, at a minimum, the following:
   1. Approaches utilized for strategic planning
   2. Strategies utilized for stakeholder engagement
   3. Communication plans
   4. Strategies utilized for community development and support
   5. Staff training plans
6. Fiscal analysis of costs associated with the changing of business models
7. Funding structures that are unique to ICFs
8. Addressing level of care and disability in the community

Draft versions of the Road Map shall be submitted to the State six (6) months and three (3) months prior to the end of the grant agreement. A final version of the Road Map shall be submitted to the State one (1) month prior to the end of the grant agreement and include all feedback received from the State and summarize all activities performed during the grant period. All Road Map documents shall be submitted to the State for approval and shall remain the property of the State at the end of the grant period.

(b) Employment Documentation: The Grantee shall establish a target number of individuals who will receive an average of 20-25 hours per week of integrated community services, including identifying individuals’ place on the path to community employment, participation in career discovery processes, and individual employment goals. The Grantee shall document individuals’ ongoing supports and will be required to be submitted as a portion of final payment.

(c) Quarterly Progress Reports: The Grantee shall submit quarterly progress reports as it pertains to the Grantee’s responsibilities. The report shall include at least the following data points:
1. Percentage decrease for the quarter in the use of facility-based services
2. Percentage increase for the quarter in integrated community-based services
3. Narrative describing feedback from community stakeholders including participants and families
4. Barriers encountered in the quarter
5. Anticipated barriers and or challenges for upcoming quarter
6. Other metrics as mutually agreed to between the Grantee and DODD

Report formats will be given to the Grantee by the state prior to the grant agreement start date.

1.13 RFP Timeline

The following timeline is only an illustration of the RFP process. The dates associated with each step are not to be considered binding. Due to the unpredictable nature of the evaluation period, these dates are commonly subject to change.

August 26, 2015- RFP released to potential applicants
September 2, 2015- Pre-proposal Conference
September 16, 2015- RFP questions due
September 18, 2015- RFP answers posted online
RFP proposals due by September 23, 2015
October 2, 2015 (Target Date) Grant award notification

1.14 Funding

The total funding for Intermediate Care Facility Employment Pilots is approximately $400,000 per FY ’16 and FY ‘17 and is available for use from October 1, 2015-June 30, 2017. Innovative approaches beyond the core services specified by the grantee responsibilities and deliverables may be proposed. All proposed activities must be sufficiently justified within the proposal. Funding of any proposed activities is subject to the availability of funding and the State’s discretion.

Grantee will be reimbursed for met deliverables in accordance with the grant agreement.
Potential respondents should develop a budget appropriate to their organization’s capabilities to deliver quality services. Shared costs must be appropriately allocated and response must include a written cost allocation plan for each shared cost. Submitted budget amount is subject to review by the State and can be modified for those respondents selected to receive an award. Funds awarded may be less than the stated amount. Grant awards for this program are subject to budgetary exigencies associated with the availability of Federal and State funding.

1.15 Application

Applicants must submit a proposal for the delivery of all services identified under 1.11 Grantee Responsibilities and 1.12 Deliverables. There are several parts to the application. Respondents must use the appropriate template to use for completing each part of the proposal. Refer to the list of Attachments included with the RFP. All parts of the application must be included when submitting the proposal.

In responding to this RFP, Respondents should identify and discuss any problems that may arise in providing RFP services and offer solutions to resolve these problems. In addition, DODD encourages all respondents to display comprehensive and innovative techniques that provide the best outcomes for all stakeholders.

1.16 Attachment List

Attachment A: Respondent Information
Attachment B: Technical Proposal
Attachment C: Cost Proposal
Attachment D: Business Proposal
Attachment E: Sample Grant Agreement

2. PROPOSAL PREPARATION INSTRUCTIONS

2.1 General

To facilitate the timely evaluation of proposals, a standard format for proposal submission has been developed and is described in this section. All Respondents are required to format their proposals in a manner consistent with the guidelines described below:

- Each item must be addressed in the Respondent’s proposal.
- The Transmittal Letter must be in the form of a letter.
- The business and technical proposals must be submitted using the template and organized under the specific section titles as listed below.
- A complete proposal must include:
  1) the Transmittal Letter;
  2) completed respondent information form, Attachment A;
  3) the Technical Proposal, Attachment B;
  4) the Cost Proposal, Attachment C;
  5) the Business Proposal, Attachment D;
  6) any attachments required by the preparation instructions
2.2 Transmittal Letter

The Transmittal Letter must address the following topics except those specifically identified as “optional.”

(a) Agreement with Requirements as Listed within the RFP
The Respondent must explicitly acknowledge understanding of the general information presented in an agreement with any requirements/conditions listed the RFP.

(b) Summary of Ability and Desire to Supply the Required Services
The Transmittal Letter must briefly summarize the Respondent’s ability to supply the requested services that meet the requirements defined in this RFP. The Respondent shall clearly state whether or not it meets all of the mandatory requirements listed in Section 1.3. The letter must also contain a statement indicating the Respondent’s willingness to provide the requested services subject to the terms and conditions set forth in the RFP including, but not limited to, the State’s mandatory grant agreement clauses.

(c) Signature of Authorized Representative
A person authorized to commit the Respondent to its representations and who can certify that the information offered in the proposal meets all general conditions must sign the Transmittal Letter. In the Transmittal Letter, please indicate the principal contact for the proposal along with an address, telephone and fax number as well as an e-mail address, if that contact is different from the individual authorized for signature.

(d) Respondent Notification
Include the name, mailing address, telephone number, fax number and e-mail address of the Respondent’s point-of-contact for this proposal. Respondents will be advised of the outcome of the RFP process and notice of award via e-mail

It is the Respondent’s obligation to notify DODD of any changes in contact information that may have occurred since the origination of this solicitation. DODD will not be held responsible for incorrect respondent addresses.

(e) Other Information
This item is optional. Any other information the Respondent may wish to briefly summarize will be acceptable.

2.3 Business Proposal

The Business Proposal must include a Table of Contents, be continuously paginated, and address the following topics except those specifically identified as “optional.” and must follow the template found in the Business Proposal.

(a) General (Optional)
This section of the business proposal may be used to introduce or summarize any information the Respondent deems relevant or important to the State’s successful acquisition of services requested in this RFP.

(b) Respondent’s Organizational Structure
The legal form of the Respondent’s business organization, the state in which formed, the types of business ventures in which the organization is involved, and a chart of the organization are to be included in this section.

(c) Respondent’s Financial Information
This section must include the Respondent’s financial statement, including an income statement and balance sheet, or audit results for each of the two most recently completed fiscal years. The financial statements/audits must demonstrate the Respondent’s financial stability.
(d) Respondent Executive
This section must include the name(s) and contact information of Respondent Executives who are responsible for the contract and who will serve as points of escalation for the State should areas of concern arise.

(e) Integrity of Company Structure and Financial Reporting
This section must include a statement indicating that the CEO and/or CFO has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal.

(f) Grant Terms/Clauses
A sample agreement that the state expects to execute with the successful Respondent(s) is provided in Attachment F. All clauses in this grant agreement are mandatory and non-negotiable. It is the State’s expectation that the final grant agreement will be substantially similar to the sample provided.

The Transmittal Letter requires your acknowledgement and acceptance of the mandatory grant terms. In this section of the Business proposal, please review the grant agreement and indicate your acceptance of the clauses. If you require additional grant terms please include them in this section. To reiterate, it is the State’s strong desire to not deviate from the grant agreement provided and as such the State reserves the right to reject any and all of these requested changes.

Any or all portions of this RFP and any or all portions of the Respondents response will be incorporated as part of the final grant agreement.

(g) Subgrantees
The Respondent is responsible for the performance of any obligations that may result from this RFP, and shall not be relieved by the non-performance of any subgrantee. Any subgrantee agreements entered into by the Respondent must be in compliance with this RFP and all State statutes, and will be subject to the provisions thereof. For each portion of the proposed services to be provided by a subgrantee, the technical proposal must include the identification of the functions to be provided by the subgrantee and the subgrantee’s related qualifications and experience.

The combined qualifications and experience of the Respondent and any or all subgrantees will be considered in the State’s evaluation. The Respondent must furnish information to the State as to the amount of the subgrant, the qualifications of the subgrantee for guaranteeing performance, and any other data that may be required by the State. All subgrants held by the Respondent must be made available upon request for inspection and examination by appropriate State officials, and such relationships must meet with the approval of the State.

The Respondent must list each subgrantee’s name, address and the state where required products or services are being performed or executed. The Respondent must also include the subgrantee’s responsibilities under the proposal, anticipated dollar amount for subgrant, the subgrantee’s form of organization, and an indication from the subgrantees of a willingness to carry out these responsibilities. This assurance in no way relieves the Respondent of any responsibilities in responding to this RFP or in completing the commitments documented in the proposal.

(h) Experience Serving State Governments
Each Respondent is asked to provide a brief description of its company’s experience in serving state governments and/or quasi-governmental accounts.
2.4 Technical Proposal

The Technical Proposal must have a Table of Contents, be continuously paginated, and follow the template provided. The Technical Proposal should include each point of the RFP objectives and deliverables, and be addressed in order of the attachment. RFP language should not be simply repeated within the response as evidence of understanding or capability. Where appropriate, supporting documentation may be included in the appendix and referenced by a clearly understandable page and paragraph number.

However, when this is done, the body of the technical proposal must contain a meaningful summary of the referenced material. Any referenced documents must be included as an appendix (“Reference Documents”) to the technical proposal with referenced sections clearly marked. Multiple references or multiple documents must be listed and organized for ease of use by the State.

2.5 Cost Proposal

Respondents must use the Cost Proposal template to provide costs for the services proposed by the Respondent for this RFP.

3. PROPOSAL EVALUATION

3.1 Proposal Evaluation Procedure

The State has selected a team to act as a proposal evaluation team. The team will be responsible for evaluating proposals with regard to compliance with RFP requirements. All evaluation personnel will use the evaluation criteria stated in Section 3.2.

The State reserves the right to request oral presentations from respondents as deemed necessary.

The procedure for evaluating the proposals against the evaluation criteria will be as follows:

(a) Adherence to Requirements

Each proposal will be evaluated for adherence to requirements on a pass/fail basis. Proposals that are incomplete or otherwise do not conform to proposal submission requirements (format) may be eliminated from consideration.

(b) Categories

Each proposal will be evaluated on the basis of the categories included in Section 3.2. A point score has been established for each category.

(c) Further Action

Based on the results of this evaluation, the qualifying proposals determined to be the most advantageous to the State, taking into account all of the evaluation factors, may be selected for further action, such as grant negotiations. If, however, if the State decides that no proposals are sufficiently advantageous to the State, the State may take whatever further action is deemed necessary to fulfill its needs. If, for any reason, a proposal is selected and it is not possible to consummate a grant with the Respondent, the State may begin grant preparation with the next qualified Respondent or determine that no such alternate proposal exists.

3.2 Evaluation Criteria

Proposals will be evaluated by DODD staff and members of the Intermediate Care Facility Employment Pilots work group based upon the proven ability of the Respondent to satisfy the requirements of the RFP in a cost-effective manner.
Each of the evaluation criteria categories is described below with a brief explanation of the basis for evaluation in that category. The points associated with each category are indicated following the category name (total maximum points = 100).

Summary of Evaluation Criteria:

Criteria Points

1. Adherence to Mandatory Requirements Pass/Fail
2. Business Proposal 10 points
3. Technical Proposal 75 points
4. Cost (Cost Proposal) 15 points

Total 100 points

Each section will be evaluated based on:

1. The Respondent’s demonstration of its understanding of the requirement(s) and how the requirements will be implemented;
2. The Respondent’s demonstration of experience and expertise in implementing the requirement(s);
3. The Respondent’s demonstration of the value-added by its solution and/or methodology of fulfilling the requirement(s).

DODD, in the exercise of its sole discretion, will determine which proposal(s) offer the best means of servicing the interests of the State. The exercise of this discretion will be final.