



Allegheny County Department of Human Services

Request for Proposals

Client Management Information System Implementation and Support Services

RFP Posting:

Thursday, November 21, 2019

Deadline for Questions:

3 p.m. Eastern Time on Wednesday, January 8, 2020

Submission Deadline:

3 p.m. Eastern Time on Wednesday, January 22, 2020

Estimated Award Decision/Notification:

April 2020

Allegheny County Department of Human Services
One Smithfield Street Pittsburgh, PA 15222

Contents

Definitions

The RFP at a Glance

Section 1: Why We Are Issuing this RFP

Section 2: What We Are Looking For - Implementation Services

Section 3: What We Are Looking For - Architecture Support Services

Section 4: Functional Requirements

Section 5: Non-Functional Requirements

Section 6: Proposal Requirements and Evaluation Criteria

Section 7: How to Submit a Proposal

Section 8: How We Will Evaluate Your Proposal

Section 9: Contract Requirements for Successful Proposers

Appendix A: Existing DHS Client Management Systems

Appendix B: Examples of Fields in Referral and Intake Objects

Appendix C: Assumptions for Cost Proposal Response Template

Definitions

Unless the context indicates otherwise, the following capitalized words are defined as follows for purposes of this RFP:

1. Agreement: A contract negotiated between Allegheny County and the Successful Proposer to provide the Contract Services
2. Allegheny County: A home rule county and political subdivision of the Commonwealth of Pennsylvania
3. Client Management: The collaborative process between a human services worker and an individual to coordinate information, supports and resources in response to an individual's (and their household's) needs
4. Client Management Information Solution: A software solution that can be used to track, manage, and share client management efforts across DHS and DHS's network of contracted social services providers, among other features; also referred to as a Solution herein
5. Contract Services: The specific services which the Successful Proposer agrees to provide to the County in response to this RFP as more particularly described in the Scope of Services in the Agreement
6. DHS: [Allegheny County] Department of Human Services
7. Proposal: A completed Response Form, with specified attachments, submitted in response to this RFP
8. Proposer: The individual, non-profit organization, or for-profit organization or business submitting a Proposal in response to this RFP
9. Response Form: The Word document in which Proposers respond to requested information about this RFP
10. RFP: Request for Proposals
11. Solution Instance: a variation of a given software solution configured to meet a specific business need
12. Successful Proposer: The Proposer(s) selected by the County to provide the Contract Services

The RFP at a Glance

Purpose

The Allegheny County Department of Human Services (DHS) and DHS's network of contracted social services providers use custom information technology (IT) applications created by DHS to document a myriad of social services provided to Allegheny County residents. These applications capture, manage and track client and other relevant information to facilitate processes in client and case management, information sharing, monitoring and billing (see Appendix A for a complete list of custom DHS applications). DHS, in collaboration with a workgroup of contracted providers, has identified issues and challenges with the current ecosystem of applications and is seeking to address these issues and challenges through a more flexible IT solution. Specifically, DHS, on behalf of Allegheny County, is soliciting Proposals for a comprehensive, yet modular, Client Management Information Solution (CMIS or Solution). We are using the term "client management" to be synonymous with "case management," with the understanding that a client (person receiving services) is the common element among most social service providers. DHS also sees this solicitation as an opportunity to implement a framework that can be built on in coming years as business needs continue to evolve. DHS is interested in existing and emerging approaches using the Salesforce platform that will do the following:

- Eliminate dual entry into multiple computer applications, spreadsheets and/or databases to reduce administrative burdens on DHS staff and contracted providers
- Support sharing of provider service information with DHS and other providers, to ultimately enrich a client's experience and DHS's service capabilities
- Encourage programs and providers to own, manage and evaluate their own data and use it to make data-informed decisions about improving quality and approaches
- Reduce the IT costs associated with the creation and ongoing maintenance of IT solutions that support programs' and providers' needs
- Allow for IT process changes at the speed of business
- Provide opportunities for programmatic growth and expansion
- Employ governance of the Solution to ensure that IT investments support business objectives at a reasonable IT cost

What's Important to Us

The Solution

We are looking for a CMIS using the Salesforce platform. It should provide data analysis tools and configurable reporting options and have the capacity to integrate with DHS and external software applications.

We are open to the use of App Exchange Packages (App) or Accelerators in combination with the Salesforce platform. If proposing an App or Accelerator, a Proposer must justify how it (e.g., data models, flows, object, roles) would benefit DHS.

We are soliciting proposals for a Successful Proposer to implement a Salesforce-based CMIS (Implementation Services), as well as a Successful Proposer to provide Technical Architecture and Solution Governance Advisory Services (also referred to jointly herein as “Architecture and Governance Support Services.” While proposers may respond to both the Implementation Services and Architecture and Governance Support Services portions of this RFP, DHS values Architecture and Governance Support Services that can be provided completely independent of the solution implementor.

Implementation Services

We are anticipating working with a Successful Proposer that has demonstrated success in supporting Client Management data and processes for human services and that provides the tools to support ongoing maintenance and monitoring of usage and overall business impact.

Proposers should help us understand the strengths and limitations of their proposed Solution and offer modifications or workarounds to address limitations.

Architecture and Governance Support Services

We are looking to work with a vendor(s) who will advise DHS on the best practice standards for developing and managing a Salesforce user authentication and authorization model that will be used by both internal and external users, encompassing contracted service providers and DHS employees. DHS believes that making smart investments in architectural design, as well as solution governance, are critical to keeping a reasonable total cost of ownership as the solution evolves over time.

What We Don't Want

We are not interested in a Solution that utilizes platforms-as-a-service that are not Salesforce.

Award Details

We expect to enter into an Agreement with at least one Successful Proposer; however, we may select multiple Proposers to enter into Agreements.

Who Can Apply

All entities, including but not limited to non-profit organizations, for-profit organizations, small businesses and individuals, are eligible to submit a Proposal in response to this RFP. Proposers must meet all of Allegheny County's contractual requirements (see Section 8: Contract

Requirements for Successful Proposers) and have the programmatic, financial and staffing capability to provide the Contract Services.

Timeline

Deadline for Proposers to submit questions about this RFP is 3 p.m. Eastern Time on Wednesday, January 8, 2020.

Proposals must be submitted by 3 p.m. Eastern Time on Wednesday, January 22, 2020.

Proposers will be notified of the County's decision to award an Agreement in April 2020.

Who We Are

On behalf of Allegheny County, DHS is the issuing office for this RFP.

DHS is the largest department of Allegheny County government and provides publicly funded services to more than 200,000 people annually, in areas including child welfare, behavioral health, aging, intellectual disability, homelessness and community services.

While some services (e.g., child welfare case management, advocacy services to individuals age 60 and over, information and referral services, involuntary commitments) are provided directly by DHS staff, many services (e.g., foster care, senior centers, housing, behavioral health treatment) are provided by DHS's network of more than 300 contracted service providers. DHS contracts with these provider agencies to provide specific services and is responsible for programmatic and fiscal monitoring. DHS services are funded through a combination of federal, state and county sources, as well as private funding from several local and national foundations. Many services are governed by regulatory and statutory guidelines; others are delivered based on assessed needs and best practices.

More information about DHS is available at <http://www.alleghenycounty.us/human-services/index.aspx>

Section 1: Why We Are Issuing this RFP

For more than twenty years, DHS has deployed custom transactional client management systems, data warehouse capabilities and other technical assets to support not only our own programs but also those of our contracted providers. DHS leverages its robust data infrastructure through an analytics and planning department to assist with programmatic decision-making, accountability, quality service delivery and good stewardship of public funding. However, analysis is only as good as the data entered by DHS and by contracted provider staff, and IT applications can impede their ability to record quality data. There are limitations associated with the development, roll-out, maintenance and ability to scale custom software solutions such as the ones that DHS currently uses. Our current IT approach is unable to keep pace with changes in business and the addition of new programs and is becoming costly to manage. We see this RFP as an opportunity to innovate

and to enhance our IT methodology. Such innovation and enhancement will have a positive impact on the quality and coordination of service delivery in Allegheny County.

Currently, DHS requires its contracted providers to submit client-level data to DHS about the services they provide, using one or more DHS IT applications. These applications have become some providers' *de facto* client management systems because smaller providers may not have the financial resources to invest in systems of their own. Other providers find that they are duplicating efforts by entering data in DHS systems as well as their own. In both cases, the client and service information is not shared between providers or with DHS, making the coordination of care for Allegheny County residents increasingly difficult. Thus, providers are not able to benefit from using this rich data to effectively administer services to their clients and to improve the overall operations and quality of their organization and the local human services ecosystem. Providers also rely heavily on the DHS infrastructure for training and on-demand support for DHS applications. Technical assistance from DHS is often more efficient and effective than what they receive from their own IT staff or from a third party.

The human services field has reached a point in technical maturity where custom solutions are no longer the only option. The field continuously changes due to funding, regulations and the growing usage of evidence-based programming, and contracted providers are merging to reduce administrative costs. We believe that there are other economical and sustainable approaches worth exploring that can better support these new realities and the operational and data needs of DHS and its contracted providers.

Through this RFP, DHS seeks a Successful Proposer to implement a CMIS on the Salesforce platform that can support DHS and contracted providers in capturing and sharing important information about the clients being served and the services being offered (Implementation Services). DHS wants to ensure that data entry efforts are not duplicated, gaps in services are minimized, services and outcomes are documented for individuals and families, and frontline staff are prompted through alerts and next best action steps to meet the needs of their clients. Because of the variety of needs, applications and uses, the Successful Proposer will need to demonstrate flexibility in meeting the requirements defined in this RFP.

In addition, we are seeking a Successful Proposer to provide Architecture and Governance Support Services to provide guidance on how to design the Solution to extract the most value for DHS and contracted providers. We will look for the Successful Proposer(s) to partner with us on an ongoing basis to provide technical solutions and practical best practice strategies to regulate and standardize the configuration and customization process.

Section 2: What We Are Looking For – Implementation Services

2.1 Expected Activities and Roles

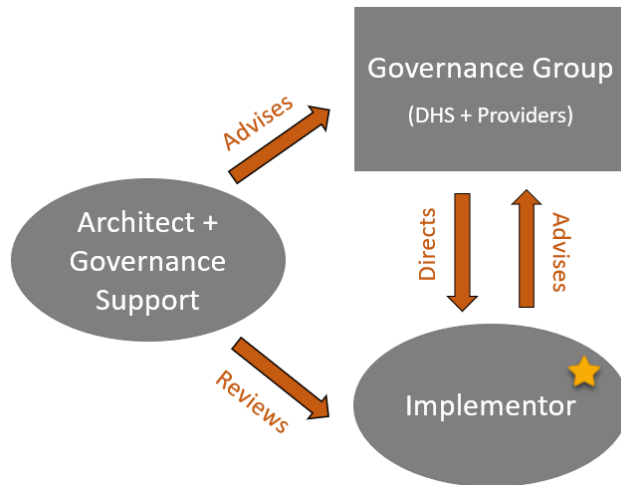
DHS seeks to enter into an Agreement with a Successful Proposer that can provide a cost-effective, flexible and feature-rich CMIS. In addition to providing the Solution, the Successful Proposer must

partner with DHS and provider staff to create and execute an implementation plan to meet the requirements outlined in the RFP. DHS expects the Implementation Services to oversee or participate in the following activities:

- A. Business process discovery and functional design
- B. Technical architecture and design
- C. Product change management, maintenance and support
- D. Governance start-up support

Figure 1 depicts how the Successful Proposer for Implementation Services will interface with the Successful Proposer for Architecture and Governance Support Services (see Section 3) and DHS’s governance group, composed of representatives from DHS and providers utilizing the CMIS.

Figure 1: Expected Roles



2.2 80/20 Framework

The RFP is predicated on the belief that human services delivery across programs and providers has much more in common than it does differences and that it is possible to utilize a single configurable CMIS for multiple programs and providers. Our goal for this RFP is to design and implement a Solution that is inherently multi-tenant and enables the addition of human services programs and providers with ease (and significantly less cost) when compared to custom development. The initial focus will be to implement a CMIS that includes the design of the core features and common, representative workflows as articulated in Section 4.

In addition, the base CMIS should include fundamental Solution elements including, but not limited to the design of the:

- Overall Solution taxonomy and related roles and security

- Core client record (including integration with MCI, DHS's Master Client Index)
- Core case record (grouping of one or more clients)
- Core provider record (including integration with MPER, DHS's Master Provider Enterprise Repository)

In practice, we don't anticipate that the core design that is initially implemented will be sufficient for all programs and providers. Nor do we anticipate that all programs and providers will use all of the functionality available in the Solution. When adding programs and providers, we anticipate doing so within the context of a project governance structure that will evaluate what is being asked for that is not accommodated by the existing solution, and when appropriate, challenges the assumption that new functionality should be built via our governance processes. In some cases, simple business process change and/or standardization around existing data elements may be the most practical and economical route to information management.

Generally, we're envisioning an 80/20 design, whereby the CMIS that is implemented in the first year would have 80%+ of what's required to bring on a new program or provider in subsequent years. The 20% would be features (new objects, data elements, workflows, reports, etc.) that need to be added in order to incorporate a program or provider (assuming that reasonable alterations to business process or data collection have already been explored).

DHS expects Proposers to explain the pricing structure and options with Salesforce platform and applicable App Exchange Package or Accelerator rates. DHS would like both costs to include the implementation of the Core and Supporting Features (outlined in Section 4) and consider the 80/20 framework. Additionally, DHS would like a realistic estimate on the total cost of ownership of the Solution moving forward. More information about how Proposers should structure a proposed budget can be found in the Response Form for this RFP and in Appendix C.

Section 3: What We Are Looking For – Technical Architecture & Solution Governance Advisory Services

3.1 Expected Activities and Roles

DHS seeks to enter into an Agreement with a Successful Proposer(s) that can advise DHS on implementation design and recommend cost-savings and scalable design approaches. DHS recognizes that Salesforce's low-code/no-code technical capabilities require relatively low effort to configure and deploy multiple programs and providers within one salesforce organization instance. While Salesforce's capabilities enable rich flexibility, DHS is concerned that they may also enable a Solution to evolve over time to the point that it becomes increasingly difficult and, thus, costly to manage. DHS expects the Technical Architecture and Solution Governance Advisory Services to provide the following:

- A. Technical Architecture:** Initial and ongoing technical architectural review of the Solution.

1. Lead efforts to define architecture principles that align with DHS's objectives, draft strategies to adhere to those principles, and assist in implementing and supporting those strategies via activities such as ongoing design reviews, etc.
2. Develop a standard architectural review methodology with which to assess any proposed architectural changes to the solution, including impacts to our architecture design principles and strategies.
3. Offer technical guidance to Implementor and DHS's governance group in relation to the best way to evolve the solution with an eye towards total cost of ownership, maintainability, flexibility, ability to integrate, etc.
4. Work with DHS and Implementor to find the appropriate checkpoints within DHS's IT delivery methodology to insert architectural review processes.
5. Identify risks related to the Solution's integration to existing DHS systems (e.g., MPER, MCI) and offer mitigation strategies.
6. Provide technical report cards to DHS on the solution's evolving architecture, as measured by defined architecture principles.

B. Solution Governance Advisory: Initial development, and potentially ongoing support, of overall governance of the Solution.

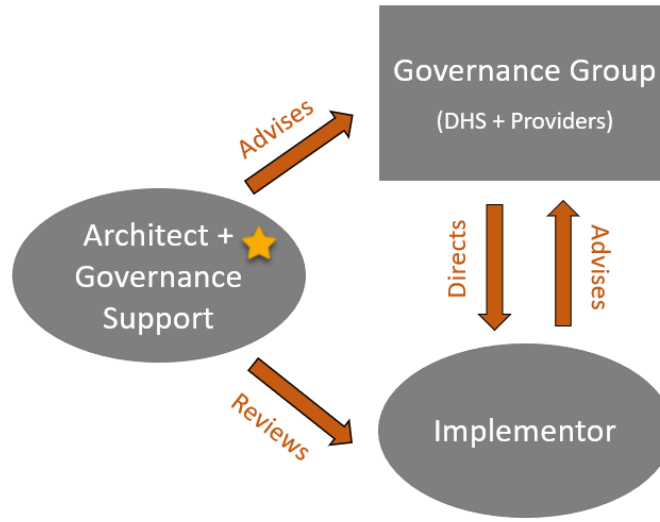
1. Assist DHS in the initial definition of governance roles, responsibilities and project structure related to governance activities.
2. Advise and partner with DHS in developing solution governance processes, owned and executed by DHS, that serve to promote the solution achieving DHS's objectives. Governance processes may include activities such as: designing processes to categorize and prioritize business change requests via various standard criteria; monitoring the solution's issues and risks; identification and management of risk mitigation strategies; monitoring overall ongoing investment versus supported business and administrative capabilities; and possibly augment DHS in general solution and project oversight.
3. Advise and recommend change management plans and controls to ensure proper prioritization of user requirements, proper standardization of process, architecture and data model, and similar risk-mitigation activities to effectively manage change.

The role of the Successful Proposer selected for the Architecture and Governance Support Services could expand over time beyond this Salesforce implementation to assist DHS with related activities within DHS's existing IT ecosystem.

As stated previously, while proposers may respond to both the Implementation Services and Architecture and Governance Support Services portions of this RFP, we value Architecture and Governance Support Services that can be provided completely independent of the Implementation Services.

Figure 2 depicts how the Successful Proposer for Architecture and Governance Support Services will interface with the Successful Proposer for Implementation Services (see Section 2) and DHS's governance group, composed of representatives from DHS and providers utilizing the CMIS.

Figure 2: Expected Roles



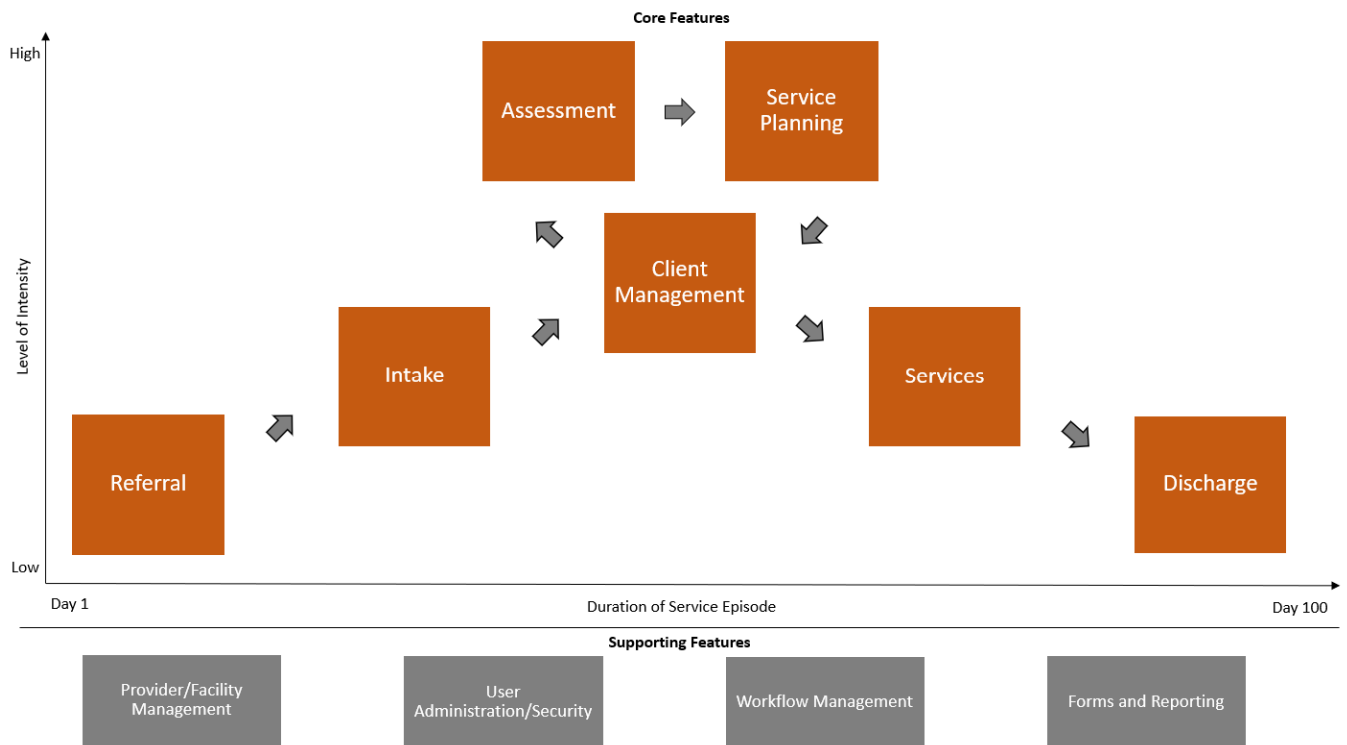
Section 4: Functional Requirements

The Solution must capture services varying in duration and intensity (e.g., frequency of interaction, types of information gathered, dosage, interventions utilized) and delivered by a multitude of DHS programs and contracted service providers. Data will come from the full spectrum of human services.

Our vision of CMIS functionality can be broken down into modules, with each module containing specific business processes and interactions between a staff member (either DHS or a contracted service provider) and a client. We also want to capture information outside of, but closely related to, the client management sphere (e.g., program descriptions and capacity, staff-related documentation). The visualization below is a depiction of the modules pertaining to service delivery and the administrative functions that support ongoing program management. It is important to note that Figure 3 (below) does not depict the final desired requirements.

We expect to expand on these modules and their intended functionality through further discovery sessions and imagine that the Successful Proposer(s)' Solution and team will have the flexibility to support DHS and contracted providers in this iterative process. Specifically, we will continue to develop a set of user stories that describe the functionality desired within each module based on the business processes that are most commonly required by particular types of users.

Figure 3: Client Management Core Modules



4.1 General Functional Requirements

Below are the most common general functional requirements that DHS has identified to date.

Ref #	User Story
4.1 A	As a worker, I want to enter data in real time while working with a client.
4.1 B	As a supervisor, I want to restrict a client's entire record (e.g., high-profile case, previous client becomes an employee) or specific data collection fields within a client's record (e.g., phone number or address).
4.1 C	As a worker, I want to update or amend existing data within a client's record at any point during the service episode.

4.1 D	As a worker, I want to capture electronic signatures of clients, workers and supervisors.
4.1 E	As a worker, I want data collection fields to carry over into other modules (e.g., previous module, assessment to case plan) to reduce redundant data entry.
4.1 F	As a worker, I want to communicate with other users or clients from within the Solution through text, e-mail or internal messages.

4.2 Referral

The Referral Module supports use cases where stakeholders have become aware of, or are first receiving information about, an individual or household in need of assistance, such as a service or resource.

Ref #	User Story
4.2 A	As a supervisor, I want to accept referrals from a variety of sources and in any form (e.g., phone call, website submission, paper, e-mail, walk-in, electronic).
4.2 B	As a worker, I want to receive referrals for any household composition (i.e., identified client, identified client within a household, entire family).
4.2 C	As a supervisor, I want to waitlist a referral when there is no capacity to serve client in the immediate future.
4.2 D	As a worker, I want the option to either connect multiple referrals received over time for the same client to one record or keep them as separate records.
4.2 E	As a worker, I want to enter attempts at engagement with the client and referral source.
4.2 F	As a worker, I want to document the outcome of a referral.

4.3 Intake

The Intake Module tracks the initial interaction, after acceptance for service, to review programmatic information.

Ref #	User Story
4.3 A	As a worker, I want to see what services (within my own provider) a client is eligible for based on demographic information and other indicators.

4.3 B	As a worker, I want to either associate a client with a known MCI ID, if applicable, or assign a new MCI ID.
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4.4 Client Management

The Client Management Module provides ongoing review and revision of information within a client record, related to activity between a given client and a service provider or throughout the duration of services.

Ref #	User Story
4.4 A	As a worker, I want to add natural or professional supports to a client's record.
4.4 B	As a worker, I want to document the details of critical incidents at the client or household level.
4.4 C	As a worker, I want to schedule meetings and alert invitees of the meeting via e-mail, text or letter.
4.4 D	As a worker, I want to store electronic documents related to the client's service provision within their record.

4.5 Assessment

The Assessment Module supports users by gathering multi-dimensional and holistic information about strengths and needs to gain a better understanding of individuals', families' or households' presenting issue(s). The Family Advocacy and Support Tool (FAST), Child and Adolescent Needs and Strengths assessment (CANS) and Adult Needs and Strengths Assessment (ANSA) are examples of assessments currently used by DHS and contracted providers. Assessments are usually entered directly into the Service Planning module and subsequent processes, but they are not always necessary for Service Planning.

Ref #	User Story
4.5 A	As a worker, I want to assess the client and/or other household members.
4.5 B	As a worker, I want to complete or update assessments at any point during the service episode.

4.5 C	As a worker, I want to document different types of assessments, screenings or evaluations.
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4.6 Service Planning

The Service Planning Module supports collaboration in developing goals related to individual clients' needs and presenting issue(s).

Ref #	User Story
4.6 A	As a worker, I want to select a domain for each goal and enter the goal in the client's own words.
4.6 B	As a worker, I want to edit and update service plans to document client's progress towards goals and action steps.
4.6 C	As a worker, I want each version of a client's service plan to act as a point-in-time snapshot for historical purposes.
4.6 D	As a worker, I want to document other types of plans (e.g., crisis, safety or discharge).

4.7 Services

The Services Module is a key module that tracks interactions with an individual, household, supports or professionals, to promote well-being while working towards service plan or specific service goals.

Ref #	User Story
4.7 A	As a worker, I want to document interactions with and on behalf of a client at any point during the service episode.
4.7 B	As a worker, I want to record indirect time (e.g., paperwork, supervision, preparation for interactions or research) related to a client.
4.7 C	As a worker, I want to enter referrals for other services or resources made on behalf of the client or other household members.
4.7 D	As a worker, I want to record a client's attendance at group activities, classes or events.

4.8 Discharge

The Discharge Module supports preparation for when an individual or household is no longer involved in services, by choice or due to constraints of the service program itself. Discharge may include linking the individual or household to supportive services for follow-up on future needs.

Ref #	User Story
4.8 A	As a worker, I want to discharge a client at any point during the service episode.
4.8 B	As a worker, I want to document interactions after a service episode has ended.

4.9 Provider/Facility Management

The Provider/Facility Management Module supports storage of program and staffing information in a central location for monitoring and oversight. Note that this module will require strong integration capabilities with DHS's existing IT ecosystem.

Ref #	User Story
4.9 A	As an administrator, I want to enter and update a program's description, eligibility requirements and capacity.
4.9 B	As an administrator, I want to connect with the MPER record for the respective provider and facility providing the program.
4.9 C	As a worker, I want to document completed professional development training.
4.9 D	As a supervisor, I want to capture the details of supervision sessions with workers, including work not directly related to a client, such as administrative tasks, caseload management and professional development.
4.9 E	As a supervisor, I want to view how workers' productivity based on direct and indirect time spent with clients on their caseload.

4.10 User Administration/Security

The User Administration/Security Module relates to configuring and editing data elements and initiating, controlling and monitoring access to the Solution.

Ref #	User Story
4.10 A	As an administrator, I want to add, manage and delete data collection fields (e.g., text, numerical, calendar, currency, pick list) on an ongoing basis.
4.10 B	As an administrator, I want to apply simple screen validation rules to specific fields.
4.10 C	As an administrator, I want to modify or add custom data collection fields on top of standard screen flow.
4.10 D	As an administrator, I want to configure the questions, ratings, types of responses, flow and scoring for different types of assessments, screenings and evaluations.
4.10 E	As an administrator, I want to configure the domains, fields, statuses and flow for different types of service plans.
4.10 F	As an administrator, I want to create user security profiles to control what fields users can edit or access.
4.10 G	As an administrator, I want to grant and revoke user access in real-time.
4.10 H	As an administrator, I want an audit log of what has been viewed and edited within a client's record, by whom, when and what information was changed from/to.

4.11 Workflow Management

The Workflow Management Module supports administrators in defining and automating the process of information passing from one user to another to spur action. It also reinforces overall business processes and timely data entry.

Ref #	User Story
4.11 A	As an administrator, I want to configure staffing units within each program.
4.11 B	As an administrator, I want to create, manage and delete workflows (per user role) as items advance through the Solution.
4.11 C	As a worker, I want to send completed items (e.g., assessments, service plans) to a designated supervisor for approval.

4.11 D	As a supervisor, I want to approve or reject completed items sent for approval and provide user with feedback.
4.11 E	As an administrator, I want to establish specific timeframes and items (e.g., intake, assessments, service plans, discharge) that require the generation of alerts.
4.11 F	As a worker, I want to receive alerts when tasks or items (e.g., intake, assessments, service plans, discharge) need to be completed for a client.

4.12 Forms and Reporting

The Forms and Reporting Module upholds data collection and utilization to assist users in answering specific questions or analyzing trends. This module also supports sharing pertinent and actionable data points to users at the right time.

Ref #	User Story
4.12 A	As a worker, I want to download screens (and the corresponding fields) as forms to complete with a client outside of the Solution.
4.12 B	As an administrator, I want access to the underlying data for each client, program or organization.
4.12 C	As an administrator, I want to configure reports from the underlying data for one-time or recurring use.
4.12 D	As an administrator, I want changes to data collection fields to be considered in generated reports.
4.12 E	As a worker, I want to receive notifications when events (e.g., birth of a child, other program involvement, recent criminal charges) have been documented for a client I am serving.
4.12 F	As a fiscal manager, I want a billing extract that shows information about the clients served during a specified period, to assist with generation of invoices.

4.13 Examples of Core Flows

The following examples are the most common ways, identified thus far, by which an individual or household can move through the functional modules during a given service episode. These flows

are not an exhaustive list but are representative of the need for a fluid and flexible Client Management Solution.

Flow 1: Core Functionality

A father takes his 16-year-old daughter, Angelica, to a mental health provider to receive outpatient therapy after being referred by her school’s guidance counselor. Angelica meets with an intake coordinator who obtains demographic and insurance information as well as an overview of Angelica’s concerns. After meeting with the intake coordinator, Angelica meets with her newly assigned Outpatient Therapist, Brenda. Brenda completes a more thorough assessment of Angelica’s mental and physical health and the ways in which this impacts her relationships and social functioning. Brenda discusses with Angelica what she hopes to achieve during treatment and this exercise leads to the development of Angelica’s service plan. When Angelica returns for her weekly appointments, Brenda uses a variety of therapeutic techniques to help Angelica work toward her service plan goals. When Angelica feels that her mental health and/or social functioning have improved, she and Brenda end outpatient therapy services.

Figure 4: Core Functionality



Flow 2: Core Lite

The Thompson family wants to enroll their two school-aged children in a local afterschool program after hearing about it from another neighborhood family. The afterschool director meets with the Thompson family to obtain specific information about each child, such as name, age, grade level, likes and dislikes, allergies and emergency contact information. The afterschool director reviews the parent handbook with the family and completes necessary forms. The Thompson children begin attending the afterschool program the day after intake is completed. Their afterschool teacher keeps track of their daily attendance and includes any notes about their behavior while at the program. When the Thompson family locates alternative afterschool care for their children, the family exits the program.

Figure 5: Core Lite



Flow 3: Waitlisted Referral

William is a 19-year-old youth experiencing homelessness. His service coordinator sends a referral on his behalf to a housing assistance program. The program coordinator, Lisa, contacts William to obtain more information about his current living situation and any specific needs he may have.

Lisa informs William that all the housing units are full now, but if he would like, she will add his name to a waitlist; when he reaches the top of the waitlist, and a unit is available, Lisa reaches out to William to see if he is still in need of housing assistance. If he is, Lisa gathers information from William about his history of housing instability, mental illness, unemployment and other factors that may need to be addressed throughout the course of services. William is placed in a housing unit and receives supportive services for some of the underlying issues that have led him to become homeless. When William has achieved a level of self-sufficiency, he is discharged from the program. \

Figure 6: Waitlisted Referral



Flow 4: One-Time Assistance

John, a 45-year-old man, is unexpectedly laid-off from his welding job. John contacts a food pantry to obtain assistance because he must put his last paycheck towards rent and other bills. The receptionist informs John that the food pantry is open on Friday morning. John makes his way to the food pantry on Friday morning, provides some basic information about himself, and receives non-perishable food items.

Figure 7: One-Time Assistance



Flow 5: Assessing for Program Eligibility

Ashley is currently employed as a nurse's aide but is interested in going back to school to pursue an associate degree in the medical field. There is a job training program in her neighborhood that will allow her to go back to school for free if she meets specific eligibility requirements. Her employer makes a referral for Ashley to be considered as a candidate for the program. Ashley is contacted by the program representative and asked to provide information about her education, employment history and income. The program representative asks Ashley to take an online placement test to determine her basic proficiency level in math and science. Based on Ashley's responses and scores, the representative determines she is a candidate for the program and requests more information about the academic track Ashley hopes to pursue in the program. Ashley outlines a class schedule to complete the necessary coursework over the next four semesters. Once Ashley has graduated with her associate degree, she receives assistance with job placement, and after receiving an offer for employment, Ashley is discharged from the program.

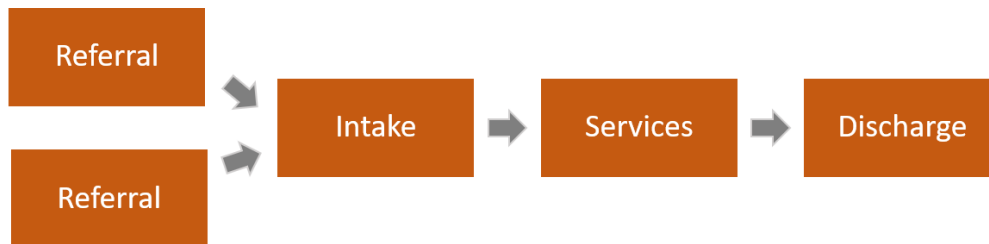
Figure 8: Assessing for Program Eligibility



Flow 6: Multiple Referrals Over Time

The Smith family has a child named Luke who was diagnosed with a chromosomal disorder at a very young age. As a result, the Smith family has needed supportive services in the home to assist with tending to his basic needs. Luke received services for two years when he was a toddler, but was discharged from the program when the Smith family moved out of the County. The Smith family returns to Allegheny County for work a few years later and quickly reaches back out to the medical specialists for assistance in providing for Luke, who is now seven years old. The specialists review Luke’s previous service record to see what interventions were successful in increasing his sense of independence. They connect the new request for service to his old service record and update his functional status in activities of daily living. As Luke makes progress in the skills necessary to take care of himself on a more regular basis, the Smith family discontinues services for the time-being.

Figure 9: Multiple Referrals Over Time



Flow 7: Services Before Intake

Molly and Jared are a couple with a one-year-old daughter. They are referred to early intervention services by their pediatrician because their daughter appears to be developmentally delayed. When the early intervention specialist, Jamie, reaches out to Molly and Jared to discuss services, they mention they are on the brink of eviction and need help to maintain their current apartment. Jamie knows that the family’s housing stability can greatly affect their child’s development and makes a referral to a rental assistance program that provides the family with one month’s rent to avoid eviction. After the family’s housing situation has been addressed, Jamie completes the intake process to gather information about their concerns about their daughter. Jamie demonstrates activities the couple can do to increase their daughter’s mobility and fine motor skills. After nine months of working with the family, Jamie notices drastic improvements in the child’s development and the parents’ knowledge. Jamie and the family make the decision to cease services and allow the pediatrician to monitor developmental milestones at regular well-child checks.

Figure 10: Services Before Intake



Flow 8: Critical Incident During Services

Katherine, a 73-year-old woman, is the primary caretaker for her two grandchildren because her daughter (the children’s mother) lost custody of the children due to her struggles with addiction. Katherine’s caseworker from the Office of Children, Youth and Families’ (CYF), which is overseeing the temporary placement of the children, refers her to in-home parenting support. Jill, the parenting support worker, has an initial home visit with Katherine to gain a better understanding of the family’s current situation and the behavioral issues with the children. Katherine explains she would like help with managing the children’s behavior when they return from visits with their mother. Katherine also reports that the children’s school has reported a decline in their grades and performance, which she is unsure how to handle. Jill and Katherine begin meeting weekly to discuss and practice different parenting techniques as well as coordinating with the children’s teacher more regularly. At one home visit, Katherine is complaining of shortness of breath, pain in her arms and a tightness in her chest. Katherine reports she has been experiencing these symptoms since the morning when the children left for school. Erring on the side of caution, Jill convinces Katherine to call 911 and remains with Katherine until the ambulance arrives. Katherine needs to be taken to the local hospital as the ambulance technicians are concerned that she is having a heart attack. Jill contacts the CYF caseworker and the children’s school to inform them of the incident and to coordinate appropriate supervision for when the children return from school; she then documents the incident and alerts her supervisor and director. When Katherine is discharged from the hospital, Jill resumes meeting with her regularly until the children are returned to their mother’s care, at which time services end.

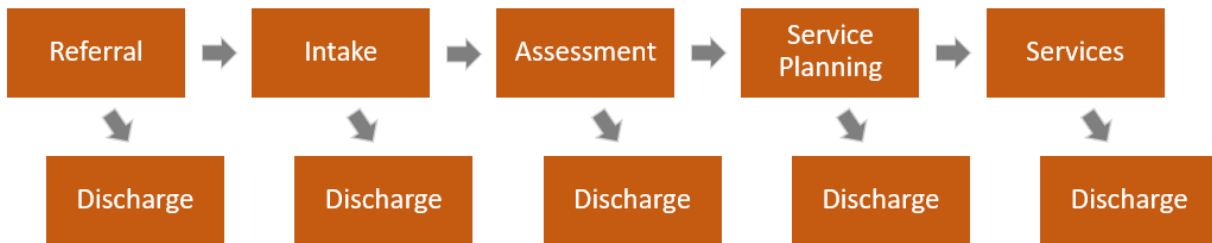
Figure 11: Critical Incident During Services



Flow 9: Unplanned Discharge

Lily, a 26-year-old female, is court-ordered to participate in anger management classes during her sentencing in criminal court. The court provides Lily’s information to the anger management class facilitator and asks for a monthly update on her progress. The facilitator reaches out to Lily to confirm the reason for referral and her contact information. The facilitator shares the schedule and location for the upcoming session of weekly classes. Lily attends the first two classes, but then stops showing up. Because Lily is not compliant with attending classes, she is involuntarily discharged from the program and the judge is informed of her lack of progress.

Figure 12: Unplanned Discharge



4.14 Program/Provider Functional Example

To holistically address their needs, an individual or household can receive a number of services from DHS programs and provider organizations at a point in time or over a period of time. DHS seeks a CMIS that would allow one client record for an individual or a unique case record for a group of clients in a household. From these records, programs and providers can see and share certain client and case data elements across the different services while keeping other information private within a program or provider. The example below depicts one way a household could be served by multiple programs/providers using the Solution.

Bonnie is a single mother of two children, Kenny (2 months old) and Charlie (7 years old). The family lives with Bonnie’s mother, Gloria (63 years old), and assists with her daily care.

- Gloria has a Senior Companion through DHS, which provides weekly visits to older adults for socialization and assistance with light housework.
- Charlie attends KidsPlace, an afterschool program providing academic support and recreation.
- Bonnie and the children are also enrolled in Families IRL, a short-term supportive service for families that are experiencing stressors and are at-risk for housing instability.

A local non-profit called It Takes a Village offers two of the programs that the family is receiving - Families IRL and KidsPlace - but each service has its own designated staff. It Takes a Village and the DHS’s Senior Companion program use the CMIS to document their services and would like the ability to share household demographic information while keeping program-specific information separate. DHS would like to have access to all the information entered in the CMIS (at the individual or household level) about the services they are receiving.

Section 5: Non-Functional & Technical Considerations

In addition to flexibly supporting the business of various human service programs and contracted providers, DHS expects delivery of the Implementation and Architecture and Governance Support Services to be based upon the following criteria for technical considerations, IT governance and delivery:

5.1 Technical Considerations

- A. **Data Access:** The Solution must allow DHS to access all underlying data in a relationship database format so that staff who are experienced with data analysis can query and/or export it. Ownership of the data will be exclusive to DHS and its business associates and will not be extended to the Successful Proposer(s). The Solution must provide the ability to share client-level data across providers, as needed.
- B. **Data Privacy & Protection:** DHS is a HIPAA Covered Entity. Thus, any proposed Solution must provide proof of compliance with HIPAA's required data privacy safeguards and controls.
- C. **Data Hosting:** The Solution will be hosted on Salesforce's public cloud, which is HIPAA, FedRamp, NIST, ISO-27001, ISO-72017 and ISO-27018 certified.
- D. **Documentation:** The Successful Proposer(s) must create, maintain and share all necessary documentation to support administration and use of the software (e.g., Solution data model, end user guides, requirement and design documentation, code standards, external system integration methodology, test plans and standards, release plans with impact analysis, etc.). The Solution should be accompanied by a comprehensive data dictionary and the underlying entity-relationship (ER) diagram and database (DB) schemas. This documentation should be kept up to date over the course of the contract with Successful Proposer(s).
- E. **Data Quality Tools:** The Solution should offer tools to monitor and improve data quality. The Solution must provide the ability to de-duplicate client and household records across the implementation, including Solution administrator ability to manage client and household duplications to maintain data integrity.
- F. **Enable High Interoperability:** The Successful Proposer(s) must be able to implement a Solution that integrates with one or more of DHS's existing systems, including MCI and MPER (see Appendix A for information on the MCI and all other DHS applications). The Solution must easily integrate with other systems as needed, via industry standard approaches (XML, JSON, SOAP, REST APIs, etc.) and with other DB platforms as well, such as Oracle and PostgreSQL. The Solution must provide the ability to upload client level data into the Solution from external sources (e.g., CSV or XML files from service provider data systems, integrated with other systems via standard APIs, etc.).
- G. **User Experience and Usability:** For end users, the Solution must have a user-friendly, web-based interface and positive user experience. Similarly, on the development side, the creation of data modules, additional fields, validation criteria and pick-list values must be intuitive for average users. The Solution must support leading user experience approaches, such that the proposed Solution is intuitive and reduces friction between the user's objectives and the tools available to the user to accomplish those objectives. The Solution should support modifications to the usability to continually improve user experience. The Solution should perform within reason (e.g., processing requests take no more than 2 seconds, etc.).
- H. **Event Tracking/Audit Log:** In order to enable a more constant feedback loop on the impact to users of the proposed Solution, robust event tracking and audit log functionality is a requirement. With this data, DHS and others can better understand how the Solution is being used in the field, and from those insights, improvements can be prioritized.

Additionally, audit log functionality would support any need to identify which user made changes to data hosted within the Solution.

- I. **Mobile-Friendly:** The Solution should support users and processes both in the office and in the field in a cost-effective manner. This could include supporting users in the field who have no or limited network access and is usable on mobile devices, including smartphones and tablets.
- J. **High Availability:** The Solution should always have an uptime of 99% or higher in order to provide critical business processes. The Solution should have a track record of being stable, responsive and available for use 24/7/365 except for scheduled downtimes.
- K. **Support Reporting Capabilities:** The Solution must provide reporting capability so that client management data can be analyzed and shared with other data reporting platforms. DHS is interested in learning how Proposers will provide supportive tools to provide these reporting capabilities within a flexible and configurable CMIS. In addition, users should be able to analyze the underlying data within the Solution to manage and monitor clients, programs, etc. The Solution must contain data analysis and ad hoc reporting tools for use by both Solution administrators and end users.
- L. **Solution Production Technical Support:** The Successful Proposer(s) must have capacity and a demonstrated reputation for providing quick and responsive customer support. Proposers may include possible technical production support (e.g., Tier 2, Tier 3, etc.) in their Proposal. The Successful Proposer(s) must provide training to DHS staff who will serve as the technical support resource to end users.

5.2 IT Governance and Delivery Methodology

- A. **Solution and Business Process Governance Approach:** As the Solution will most likely be a single monolithic salesforce organization instance with new programs and providers joining as the need arises, DHS will inherently create more fields, objects, security roles and workflows to manage. DHS will need to determine what new fields and objects will be added, who will use them and how they will be incorporated into the Solution and into existing or new reports. In preparation for this project, DHS will establish an internal governance structure and seek buy-in from DHS leadership and other stakeholders to develop a decision-making framework. However, DHS is seeking a Successful Proposer(s) who can assist DHS in assessing design decisions related to both immediate business needs and long-term IT maintenance efforts, keeping in mind the 80/20 Framework (see Section 2). Proposers should offer best practices and ideas for how to manage Salesforce's flexibility to account for:
 - 1. How to best manage, control and govern changes over time to the Solution;
 - 2. How to best manage, control, and govern changes when multiple tenants are using the Solution
 - 3. How to best measure the Solution's impact and support of business's core needs, and make this measurement of impact part of a tight feedback loop enabling an iterative design
 - 4. How to best protect the platform's value proposition, in that a common platform reduces overall technical cost of ownership but still supports various business needs from numerous different stakeholders

- B. **Usage Analysis Capability:** In order to power an effective feedback loop of user experience and constant improvement, the Solution must support the ability to measure stated business objectives, workflow efficiency, time users spend on screens/forms/in workflows and data quality (both timeliness and accuracy).
- C. **IT Delivery Methodology:** DHS values flexibility and transparency throughout the IT delivery process. We believe this flexibility and transparency enables us to always deliver value to the programs we support, and allows us to shift resources, if necessary, to deliver as much value as possible. We value working collaboratively with our teams, in making hypotheses, experimenting, learning and continually iterating throughout the delivery cycle. The Successful Proposer(s) will be expected to operate in an agile-like delivery model where potential Solution support is an iterative development approach focused on delivering high impact and value to DHS and our provider partners. To this end, the Solution should support tracking usage and events so that the overall impact of the Solution and/or changes can be measured after deployment to the production environment. The Successful Proposer(s) must have the capacity, willingness and proven track record to provide Solution configuration or customizations to meet our needs in a timely manner. The Successful Proposer(s) must present a clear, effective and efficient approach to legacy data migration.
- D. **Test and Support Environment Instances:** Various testing environments will be required, such as a user acceptance test environment, training environment, and possibly a production support environment. Processes will be required to maintain clear version control of different application instances across these various environments. The Successful Proposer(s) must provide both testing and training environments that replicate the production environment. The CMIS should allow Solution administrators to impersonate or shadow end users to assist with troubleshooting (i.e., ability to see Solution from end user's perspective).

Section 6: Proposal Requirements and Evaluation Criteria

Proposers are evaluated based upon the evaluation criteria described in detail below. Proposers must address their qualifications by responding to the specifically requested items or questions in the Response Form. Proposers should download and type their responses directly into the Response Form available on the Active Solicitations webpage at www.alleghenycounty.us/dhs/solicitations. The maximum score that a Proposal can receive is 365 points for Implementation Services and 200 points for Technical Architecture and Solution Governance Advisory Services. Each Service will be evaluated and scored separately. Please refer to the RFP Response Form for further detail on scoring.

Requirements for All Proposals:

6.1 Qualifications and Experience [30 points]

- A. The Proposer provides strong examples of clients and solutions, like ours, that they have successfully completed, and lessons from that work that are applicable to the RFP. [15 points]
- B. The Proposer demonstrates that it has an organizational structure that will support the Solution proposed, including number of projects worked on at any given time and personnel with appropriate depth and breadth of experience. [10 points]
- C. The Proposer demonstrates strong knowledge of the culture of local/state government and presents an appropriate plan to mitigate challenges. [5 points]

Requirements for Implementation Services:

6.2 Business Process and Functional Design [105 points]

- A. The Proposer performs Solution requirements elicitation and analysis, design and development tasks in collaboration with DHS and Architecture Support Services. [15 points]
- B. The Proposer demonstrates established approaches for assessing the best way to implement, measure, manage changes to and achieve business objectives via the proposed Solution. [15 points]
- C. The Proposer has the capacity and capability to provide a Solution that flexibly supports the Core Features (e.g., referral, intake, etc.). [25 points]
- D. The Proposer has the capacity and capability to provide a Solution that flexibly supports the Supporting Features (e.g., provider/facility management, forms & reporting, etc.). [25 points]
- E. The Proposer can offer guidance on governance and delivery methodologies that will empower DHS to achieve transparency and flexibility in changes to the proposed Solution. [15 points]
- F. The Successful Proposer can partner with DHS and the Architecture Support vendor to assist in governing how the proposed Solution will be managed across the various use cases and stakeholders, in a way that retains the proposed Solution's value. [10 points]

6.3 Technical Architecture and Design [175 points]

- A. The Proposer demonstrates an ability to provide effective consultation and efficient project management support services, including ongoing communication with DHS and the Architecture Support vendor, throughout the Solution's implementation lifecycle. [40 points]
- B. The Proposer provides a detailed plan for periodically evaluating process management approaches and recommending and implementing flexible, adaptive and iterative approaches to development. [25 points]
- C. The Proposer offers a proposed Solution that enables a high level of interoperability and integration, including the ability to integrate with MCI and MPER. [15 points]
- D. The Proposer provides options for which DHS can have unfettered access to the data entered into the proposed Solution. [25 points]

- E. The Proposer provides a strong plan to work with DHS during development, with knowledge transfer and training for DHS staff to promote configuration and administration maintenance. [35 points]
- F. The Proposer demonstrates the Solution's ability to prepare configured ad hoc and scheduled reports and charts/dashboards to conduct data analysis. [35 points]

6.4 Maintenance and Support [25 points]

- A. The Proposer creates and maintains appropriate documentation throughout the Solution's lifecycle and contract period. [10 points]
- B. The Proposer provides support environments (e.g., training, testing, development, etc.) that replicate the production environment. [5 points]
- C. The Proposer has mechanisms in place to support tight feedback loops between proposed Solution changes and positive impacts to end users. [10 points]

6.5 Financial Management and Budget [30 points]

- A. The Proposer presents a budget that reflects a realistic estimate of the costs of professional services associated with the implementation and maintenance of the proposed Solution that and offers a good value to the County. [30 points]

Requirements for Technical Architecture and Governance Advisory Support Services:

6.6 Technical Architecture [95 points]

- A. The Proposer explains and describes how business objectives are translated into architectural principles and strategies. [20 points]
- B. The Proposer explains and describes tools and processes for ongoing evaluation of Solution architecture to ensure that Solution design aligns with business practices, architectural principles and long-term vision. [25 points]
- C. The Proposer provides broad technical integration advisory services, including advising how the Solution integrates with the organization's existing IT ecosystem, possibly by way of assessments, broader integration vision and strategy development, and integration strategy execution. [35 points]
- D. The Proposer recommends best practice strategies for platform management and optimization to reduce technical drag over time and maintain reasonable total technical cost of ownership. [15 points]

6.7 Governance Advisory Support [45 points]

- A. The Proposer offers a plan to partner with DHS in defining roles and responsibilities for governance activities. [15 points]

- B. The Proposer provides a framework for the DHS governance structure to ensure that proposed IT changes and initiatives are evaluated using consistent but flexible criteria to assure a strong adherence to standards of data and reporting quality. [30 points]

6.8 Financial Management and Budget [30 points]

- A. The Proposer presents a budget that reflects a realistic estimate of the costs of professional services associated with the implementation and maintenance of the proposed Solution and that offers a good value to the County. [30 points]

Section 7: How to Submit a Proposal

7.1 Submission Process

- a. Proposers should take time to review and understand the RFP in its entirety including:
- The background (see Section 1: Why We Are Issuing this RFP)
 - The narrative (see Section 2: What We Are Looking For)
 - The requirements (see Section 3: Proposal Requirements and Evaluation Criteria)
 - The evaluation process (see Section 5: How We Will Evaluate Your Proposal)
- b. Proposers must use the Response Form to develop your Proposal. Type your responses to each requested item directly into the Response Form. It is available at our Active Solicitations website with the RFP announcement at www.alleghenycounty.us/dhs/solicitations.
- c. Proposers must submit a complete Proposal, which includes the following attachments that are available on our Active Solicitations website:
- Response Form
 - MWDBE documents
 - Allegheny County Vendor Creation Form
 - Audited financial reports for the last three years
 - W-9
- d. Proposers should not send any attachments other than those listed above and on the Response Form.
- e. If a Proposer does not have audited financial reports for the last three years, then the Proposer may submit other financial documentation that attest to the Proposer's financial health of your organization. Tax returns are the preferred alternative. Please note that providing adequate financial documentation is a requirement of contracting through Allegheny County.
- f. Make sure to complete each section of the Response Form and to stay within any word counts or page limits that may be specified in the Response Form.
- g. **Proposals must be submitted electronically to DHSProposals@alleghenycounty.us no later than 3:00 p.m. Eastern Time on Wednesday, January 22, 2020 to be considered for review.**

- h. Please make sure to get your Proposal in before the deadline! If your Proposal is late, it will be rejected and will not be presented to the Evaluation Committee for review and scoring, as described in Section 5 below.
- i. You will receive an email when your Proposal is received. If you do not receive this notification within 48 hours of submitting your Proposal, please contact: DHSProposals@alleghenycounty.us.

7.2 How to Contact DHS about this RFP

- a. All inquiries and questions must be submitted via email to DHSProposals@alleghenycounty.us.
- b. All information about the RFP, including answers to questions, changes and clarifications will be posted at our Active Solicitations website at www.alleghenycounty.us/dhs/solicitations.
- c. Please be sure to check this website regularly for answers to questions, additional information or changes to the RFP or the RFP process.

7.3 Other Information

- a. **The issuance of this RFP does not obligate the County to enter into an Agreement with any Proposers. The County reserves the right to reject any and all Proposals.**
- b. Any Agreement originating from this RFP is subject to all of the Terms and Conditions specified in Section 6: Contract Requirements for Successful Proposers.
- c. Proposers are responsible for all costs related to the preparation and submission of a Proposal.
- d. Proposals become the property of the County and may become part of any subsequent Agreement between the Proposer and the County.
- e. Successful Proposal(s) will be posted online in the DHS Solicitations Archive after an Agreement has been fully executed by the County and the Successful Proposer(s).

7.4 Pennsylvania's Right-to-Know Law

Proposers should be aware that all documents and materials submitted in response to this RFP may be subject to requests for access to public records made pursuant to Pennsylvania's Right-To-Know Law (RTKL). Under the RTKL, records in the possession of a public agency like the County are presumed to be public records and the County may have to make documents and materials submitted by the Proposer available to a requestor after an award of an Agreement is made.

If the Proposer includes any information within its Proposal that the Proposer asserts is either a "trade secret" or "confidential proprietary information," as those terms are defined under the RTKL, the Proposer must include with its Proposal a written statement signed by an authorized representative of the Proposer identifying those portions or parts of its Proposal that the Proposer believes constitute a "trade secret" or "confidential proprietary information" and provide contact information to enable DHS to contact the Proposer in the event that the County receives a Right-To-Know request for the Proposal. The Proposer shall have five (5) business days from date of receipt of any notification from the County to provide a written statement signed by an authorized

representative of the Proposer explaining why the Proposal or any portion thereof is exempt from disclosure as a trade secret, confidential proprietary information or other legal reason. The County shall consider this statement in either granting or denying a request for public access to the Proposal or any portion thereof. The County will notify the Proposer of its decision whether to grant or deny the request either in whole or in part.

Section 8: How We Will Evaluate Your Proposal

Proposals will be evaluated by an Evaluation Committee convened by DHS. The Evaluation Committee will assign scores based on the evaluation criteria in Section 6: Proposal Requirements and Evaluation Criteria using the scale listed in 8.1.

8.1 Evaluation Model

The evaluation process will consist of the following steps:

- a. DHS will form an Evaluation Committee
- b. All Evaluation Committee members will individually review and score each Proposal. Each Evaluation Committee member will award points for each response on a Proposer's Response Form according to their expertise and best judgment of how the Proposal submitted by that Proposer meets the evaluation criteria in Section 3 using the following scale:
 - 0 – Not addressed in Proposal
 - 1 – Poor
 - 2 – Below expectations
 - 3 – Meets expectations
 - 4 – Exceeds expectations
 - 5 – Outstanding
- c. DHS will tally the average scores of the members of the Evaluation Committee and report a list of average scores to the entire Committee. The Committee will meet, consider the average scores, and arrive at a consensus on which Proposer(s) can best provide the Contract Services in response to the RFP. The Committee will have the discretion to proceed as follows: (i) to recommend to the Director of DHS that a reduced number of Proposals be shortlisted for more extensive review through a formal oral presentation to the Committee; or (ii) to recommend to the Director of DHS that DHS request authorization for the County to enter into an Agreement(s) with the Successful Proposer(s).
- d. As described in c above, DHS, on behalf of the County, shall have the exclusive discretion to shortlist a reduced number of Proposals for more extensive review. In this case, DHS may request that shortlisted Proposers make a formal oral presentation to the Evaluation Committee. using the following criteria and the scale outlined in Section 8.1 B. The maximum score that an oral presentation and software demonstration can receive is 20 points based upon the following criteria:

- i. Proposer follows provided guidelines for presentation topics (sent to shortlisted Proposers when invited to present). [5 points]
 - ii. Presentation demonstrates Proposer's ability to implement and support the proposed Solution effectively [5 points]
 - iii. Proposer's answers to Evaluation Committee's questions. [5 points]
 - iv. Proposer's presentation is thoughtful and professional. [5 points]
- e. DHS will tally the average scores of the Evaluation Committee and report a list of average scores to the entire Committee. The Committee will meet, consider the scores, and arrive at a consensus on which Proposer(s) can best provide the Contract Services in response to the RFP.
 - f. The Committee will submit its recommendation for award of an Agreement or Agreements to the Director of DHS for approval. The Director will in turn submit a request to the County Manager for approval for the County to enter into an Agreement or Agreement with the Successful Proposer(s).
 - g. At any time during the evaluation process, DHS may contact a Proposer to discuss any areas of the Proposal needing clarification or further explanation.
 - h. As part of determining Proposers' eligibility to enter into a contract with Allegheny County, all Proposers' financial audits or other documentation will be reviewed by DHS fiscal analysts to ensure Proposers' financial stability.
 - i. The County is under no obligation to award or enter into an Agreement with a Proposer as a result of this RFP. The County reserves the right to reject any and all Proposals.**
 - j. All Proposers will be notified of the County's final decision of which Proposer(s) will be awarded an Agreement.
 - k. Proposers not awarded an Agreement who are interested in receiving feedback regarding their submission may request a phone call at DHSProposals@alleghenycounty.us.

8.2 Other Requirements

For a Proposal to be eligible for evaluation, it must be:

- a. Received by the due date/time
- b. Properly formatted and include responses to all requested information
- c. Complete with all required forms and attachments

Proposals which do not meet the above requirements will be automatically rejected and will not be presented to the Evaluation Committee.

Section 9: Contract Requirements for Successful Proposers

In order to enter into an Agreement with the County, Proposers must be willing to comply with all contract requirements listed below and all standard terms and conditions contained in a County

contract for provision of services to DHS and its offices. Additional details about contracting with Allegheny County are provided in the [DHS Contract Specifications Manual](http://www.alleghenycounty.us/dhs/solicitations), available at www.alleghenycounty.us/dhs/solicitations.

9.1 Minority, Women or Disadvantaged Business Enterprise (MWDBE) Requirements

Allegheny County has MWDBE goals of 13% participation for Minority Business Enterprises and 2% participation for Women Business Enterprises and expects that Successful Proposers will make a “good faith effort” in assisting the County in meeting these goals.

- a. All Proposals must include either of the following:
 - If the Proposer is able to meet the MWDBE contract goals, a completed MWDBE Participation Statement and MWDBE Contact Information form is required. You must also attach the MWDBE certifications of the firms you intend to use with the Participation Statement.
 - If the Proposer requests a waiver from participating in the MWDBE contract goals, a completed MWDBE Participation Statement, MWDBE Contact Information form and MWDBE Waiver Request are required.
- b. MWDBE forms and resources can be found at www.alleghenycounty.us/dhs/solicitations:
 - MWDBE Forms
 - [MWDBE Participation Statement](#)
 - [MWDBE Waiver Request](#)
 - [MWDBE Contact Information form](#)
 - MWDBE Resources
 - [MWDBE Contract Specifications Manual](#)
 - [MWDBE Response Checklist](#)
 - [Guide for completing the MWDBE Participation Statement](#)
 - [Sample Diversity Policy](#)
 - [MWDBE Presentation for Proposers](#)
- c. For more information about MWDBEs, visit the [Allegheny County MWDBE website](#).

9.2 HIPAA Compliance

DHS is a covered entity under the Health Information Portability and Accountability Act (HIPAA). Therefore, a Successful Proposer must comply with all HIPAA requirements.

9.3 Cyber Security

- a. Successful Proposers must meet the minimum computer specifications which begin on page 14 of the [DHS Contract Specifications Manual](http://www.alleghenycounty.us/dhs/solicitations), available at www.alleghenycounty.us/dhs/solicitations.
- b. All electronic devices must have sufficient security software and settings to minimize the risk of an information breach.
- c. Successful Proposers must also have policies in place to ensure that electronic devices are physically secure when not in use (e.g., locked in a vehicle trunk, password protected).

9.4 Equal Employment Opportunity and Non-Discrimination Requirements

By submitting a Proposal, a Proposer agrees to not discriminate against any employee, applicant for employment, independent contractor, client or any other person on the basis of race, color, religion, national origin or ancestry, sex, gender identity or expression, sexual orientation, disability, marital status, familial status, age (40 or over), or use of a guide or support animal because of blindness, deafness or physical disability.

9.5 New Provider Requirements

If awarded an Agreement, Successful Proposers who do not have current Allegheny County contracts will be required to complete the [DHS New Provider Application](http://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Prospective-Providers.aspx), available at <http://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Prospective-Providers.aspx>. While not required as part of your Proposal, Proposers may wish to review the requirements of this application.

Appendix A: Existing DHS Applications

Technologies Used:

ASP.NET, C#, JSON, JQuery, JavaScript, PL/SQL, PowerShell, MVC, VB.NET, HTML5, CSS 2/3, Bootstrap, XML, XAML, Microsoft Web API 2.0, SOAP, REST, WCF, Oracle Database 12.1.0.2.0, Oracle Enterprise Manager, Oracle Database Lifecycle Management Pack, Oracle Data Masking, Oracle Data Modeler, Oracle Database Tuning Pack, Oracle Advance Security, Oracle Data Guard, Oracle Partitioning, Oracle Gateway, SQL Loader 11.5, SQL Server Database 2008/2012, Solar Winds, Toad for Oracle 11.5, IBM Client Access V6R1, Toad Data Point 4.8.1, Aurora Password Manager 3.2, SSH Tectia Client 5.0.0.844, SQL Developer, Visual Studio 2010/12/13/15, Team Foundation Server 2010/2012, Microsoft BizTalk 2013, IBM Cognos 10.2.2, Microsoft SharePoint 2007/2013, IBM Data Stage 11.3, Tableau 9, Pitney Bowes Group-1, AdTempus 4.1, Adobe Photoshop, Xamarin, Xcode, Charles Proxy, Swift, Testflight, Microsoft Test Manager 2010/2015, Keyoti Rapid Spell, Soap UI 5.0.0, BCL Technologies PDF-Word Converter, Microsoft Visio 2013, IIS 7.5/8.5, Jet Nexus, Hyland OnBase 15, ArcGIS, SuperSignature, Portal Guard, Pervasive Data Integrator, IBM Security AppScan Source, IBM Security AppScan Standard, Postman, Code Maid, Microsoft Windows 7/8/8.1/10, Microsoft MS Office 2013/365, Fiddler 4, Chrome, Internet Explorer 8/9/10/11/Edge, Safari

Key Information and Demographics System (KIDS)

The Key Information and Demographics System (KIDS) is a fully integrated child welfare management application designed to support the records management process from the initial reporting of allegations through the delivery and payment of services. KIDS is used by DHS and its providers to track a wide array of child welfare services and includes functionality that aligns initial client contact with DHS through assessment, service delivery, provider payment and various client eligibility calculations. KIDS also supports other program areas in DHS such as Independent Living, Juvenile Probation, and Prevention and Diversion Programs. In addition, KIDS includes real-time, bi-directional integration with multiple external entities via an enterprise data exchange platform including the Pennsylvania Child Welfare Information Solution (CWIS), Pennsylvania Common Pleas Case Management System (CPCMS) and various provider case management systems. KIDS is integrated with the Allegheny Link, Synergy, ClientView, Client Information and Payment System (CIPS), Master Client Index (MCI), Master Provider Enterprise Repository (MPER) and DHS Assessment Tool applications, as well as the County OnBase document management platform and the County JD Edwards financial platform. In addition, KIDS integrates education data received from local school districts.

Synergy

Allegheny County DHS consumers with multi-program involvement have client eligibility, enrollment and services management activities tracked across multiple DHS program areas. Synergy is an application used by various DHS program areas including Youth Support Partners, Homeless Case Management, Home Visiting Programs, Integration and Teaming Meeting, Education Specialists/Liaisons, Self-Sufficiency Programs, Independent Living, Family Support

Centers and Mental Health Residential programs to provide automation of program and case management activities. It includes integration with Key Information and Demographics System (KIDS), Allegheny Link, Homeless Management Information System (HMIS), ClientView, Client Information and Payment System (CIPS), Master Client Index (MCI), Master Provider Enterprise Repository (MPER) and DHS Assessment Tool applications.

Client Information & Payment System (CIPS)

The CIPS application collects consumer information, service authorizations, service codes, cost centers, rates, priority groups and diagnosis information for Mental Health, Intellectual Disability and Drug & Alcohol program areas. It allows providers to create service authorizations and enter claims for services provided to clients, either online or through 837 EDI transactions. CIPS determines eligibility and produces provider specific invoices on a monthly basis via an enterprise fiscal payment batch process. In addition, CIPS receives and processes data from external entities, such as the Commonwealth of PA PROMISe and HCSIS systems as well as Allegheny Health Choices (AHC) and Community Care Behavioral Health Organization (CCBHO). It is integrated with the Master Client Index (MCI) and ClientView.

Allegheny Link

Allegheny Link is a referral, case and services tracking system used by the DHS Allegheny Link unit, which is responsible for providing Information, Referral and Case Management services to County residents that are disabled or over 60 years of age. The system also facilitates the DHS Coordinated Intake process and uses a pre-screening tool (VI-SPDAT) to assess the health and social needs of homeless people and match them with the most appropriate supports and housing intervention programs. In addition, the system contains the intake and referral process for DHS Home Visiting programs. The Allegheny Link application is integrated with the Key Information and Demographics System (KIDS), Synergy, Master Client Index (MCI), Homeless Management Information System (HMIS), Master Provider Enterprise Repository (MPER), Information Referral and Emergency Services (IRES) and ClientView.

Homeless Management Information System (HMIS)

The Homeless Management Information System (HMIS) is an integrated electronic data tracking system that allows DHS and its homeless provider network to request and track homeless referrals, collect client assessment data and track services being delivered, while meeting the Housing and Urban Development (HUD) mandates issued by the Federal Government. It includes features such as bulletin board waitlist, program inventory and eligibility screening, and automatically generates Federal and State mandated reports. HMIS integrates with Master Client Index (MCI), Master Provider Enterprise Repository (MPER), ClientView, Synergy and DHS Assessment Tool.

Information Referral & Emergency Services (IRES)

The IRES system is used by the DHS IRES unit, along with State Police, local hospitals, community providers and ambulance companies to provide 24/7 support in administering the Involuntary Commitment (302) process for individuals who pose a danger to themselves or others in the community. The system gives ability to authorize and monitor the 302 process as well as

other key business functions such as authorizing transportation services, documenting information requests and incident reports, and triaging 302 petitions and Act 77 forms. It includes integration with Orphans' Court through the Civil Commitment Bridge as well as with Master Client Index (MCI), Master Provider Enterprise Repository (MPER), Allegheny Link, ClientView and the OnBase document management platform.

Master Provider Enterprise Repository (MPER)

The Master Provider Enterprise Repository (MPER) is a centralized repository of provider, contract, service, service offering, allocation and facility information that is used by multiple program offices to perform essential business operations. It integrates with the Key Information and Demographics System (KIDS), Synergy, Allegheny Link, Homeless Management Information System (HMIS), Information Referral and Emergency Services (IRES), Jail Collaborative, Action Tracker, Integrated Monitoring Tool (IMT) and Dialtrac.

Jail Collaborative

The Jail Collaborative application was implemented to coordinate efforts among staff who work in the Allegheny County Jail and service providers, with the intent to provide more targeted services and improve outcomes for incarcerated and newly released clients. The system in improved enrollment practices, including registration based on assessed need, staggered enrollments and better dissemination of information concerning programs available in jail and in the community. It integrates with Master Client Index (MCI), Master Provider Enterprise Repository (MPER) and ClientView.

ClientView

ClientView provides a single snapshot of a given individual's interaction with various DHS program areas for DHS and provider staff. This greatly reduces staff time to gather background information on a known DHS client. ClientView closely integrates with the Commonwealth of Pennsylvania Identity Access Management (IAM) solution to enable self-service citizen access. In addition, it is integrated with the various DHS transactional applications that display client information.

Action Tracker

Action Tracker is a County-wide application, used by multiple departments, that provides a paperless contract approval process to track various activities related to grants, contracts and executive actions. The system also provides extensive reporting capabilities for generating contract and fund statistics. It is integrated with the Master Provider Enterprise Repository (MPER).

DHS Assessment Tool

The DHS Assessment tool is the single repository for any assessment conducted across DHS, including Child and Adolescent Needs and Strengths (CANS), Family Advocacy and Support Tool (FAST), Adult Needs and Strengths (ANSA) Assessment, Homeless Program assessments,

Vulnerability Index – Service Prioritization Decision Assistance Tool and other assessments. It aims to provide a better assessment of needs and strengths to allow the agency to effectively share cross-program information and deliver targeted services to its citizens. The DHS Assessment Tool integrates with the Key Information and Demographics System (KIDS), Synergy, Homeless Management Information System (HMIS) and Allegheny Link.

DialTrac

The DialTrac application is used to track ‘Director Action Line’ requests from DHS clients and associate the request with the client’s involvement in various other DHS transaction systems. It also gives DHS the ability to report on requests and track the amount of inquiries/complaints per provider. It is integrated with Master Client Index (MCI), Master Provider Enterprise Repository (MPER) and ClientView.

Integrated Monitoring Tool (IMT)

The IMT application is used by contract monitors within various DHS program areas to conduct periodic provider visits to gather data on how well the provider is adhering to its contract with DHS and measure the overall effectiveness of the provider in helping DHS to achieve its mission. It is integrated with Master Provider Enterprise Repository (MPER).

Master Client Index (MCI)

Master Client Index (MCI) is the enterprise repository of key client demographic data for individuals served by DHS. It integrates with the Key Information and Demographics System (KIDS), Synergy, Client Information and Payment System (CIPS), Allegheny Link, Homeless Management Information System (HMIS), Information Referral and Emergency Services (IRES), Jail Collaborative and Dialtrac.

Reports Portal

The Reports Portal application is a centralized report-hosting platform that is utilized to access reports and dashboards across DHS program areas.

iService

iService is used by DHS staff and supervisors to submit and approve requests for DHS assets such as furniture, computer software, IT hardware, etc.

Okta for Single-Sign-On and Identity and Access Management (IAM)

DHS uses Okta as its provider for Single-Sign-On and Identity and Access Management (IAM) services. Internal and some external user accounts are mastered through Active Directory and managed through Okta’s administrative portal. Some external user accounts are mastered and managed through Okta. OIDC is our preferred method of user authentication.

Appendix B: Examples of Fields in Referral and Intake Objects

Data Section	Field
Referral Source Information	Source Name
	Contact Person
	Phone Number (if applicable)
	Date of Referral
Individual Demographic Information	First, Middle and Last Name
	Social Security Number
	Date of Birth
	Gender
	Race
	Ethnicity
	Marital Status
	Veteran Status
Individual Contact Information	Phone Number
	Address, City, State and Zip Code
	E-mail Address
Household Demographic Information	First, Middle and Last Name
	Social Security Number
	Date of Birth
	Gender
	Race
	Ethnicity
Additional Information	Relationship
	Presenting Problem
	Housing Status
Program Information	Source(s) of Income
	Staff Member Name
	Date Completed

Appendix C: Assumptions for Cost Proposal Response Template

We would like to understand the approximate cost of the work to design and implement the core Solution, and subsequent costs of program and provider spin-ups. For the purpose of submitting your cost proposal, below are assumptions DHS is making about Solution implementation, usage and expansion over the course of the next 5 years.

Year 1

The design and implementation phases of the “core” Solution (as defined in Section 2.2 – including MCI and MPER integration) will be completed and CMIS will be used by two programs/providers. All the core functionality may not be utilized by these initial programs/providers.

Year 2 – 5

CMIS usage will ramp up over time. For the purpose of submitting your cost proposal, assume the following ramp-up.

		Year 1	Year 2	Year 3	Year 4	Year 5
Number of Users (Per Role)	Superuser	10	15	20	25	30
	County Manager	15	30	60	120	240
	County Caseworker	45	90	180	360	720
	Provider Manager	15	30	60	120	240
	Provider Caseworker	45	90	180	360	720
	Total Number of Users	130	255	500	985	1950

In addition, assume that the growth in users is via the addition of new programs/providers. We would expect to add up to 15 new objects, 10 workflows and 10 reports each year to support this growth. Assume that new programs and providers are medium complexity and developed primarily through configuration and with limited customization.