

REQUEST FOR PROPOSALS

Organizational Review

COUNTY MEDICAL SERVICES PROGRAM GOVERNING BOARD

I. GENERAL INTRODUCTION

The County Medical Services Program (CMSP) Governing Board seeks consulting services from qualified consultants to conduct a review and make recommendations regarding the staffing and compensation structure of the Governing Board's Administrative Office in Sacramento, California. The CMSP Governing Board invites proposals from interested firms or consultants with relevant experience in providing such services to government, non-profit and healthcare organizations.

Bidders must follow exactly, and be responsive to, ALL requirements of this RFP. It is the bidder's responsibility to provide all specified materials in the required form and format. Responses that are not in the required form and format will not be considered. Copies of this RFP can be obtained from the Governing Board website at <https://www.cmspcounties.org/news/>.

II. BACKGROUND

The County Medical Services Program (CMSP) was established in January 1983, when California law transferred responsibility for providing health care services to indigent adults from the State of California to California counties. This law recognized that many smaller, rural counties were not in the position to assume this new responsibility. As a result, the law also provided counties with a population of 300,000 or fewer with the option of contracting back with the California Department of Health Services (DHS) to provide health care services to indigent adults.

In April 1995, California law was amended to establish the County Medical Services Program Governing Board (Governing Board). The Governing Board, composed of ten county officials and one ex-officio representative of the Secretary of the California Health and Human Services Agency, is authorized to set overall program and fiscal policy for CMSP. Thirty-five counties throughout California participate in CMSP: Alpine, Amador, Butte, Calaveras, Colusa, Del Norte, El Dorado, Glenn, Humboldt, Imperial, Inyo, Kings, Lake, Lassen, Madera, Marin, Mariposa, Mendocino, Modoc, Mono, Napa, Nevada, Plumas, San Benito, Shasta, Sierra, Siskiyou, Solano, Sonoma, Sutter, Tehama, Trinity, Tuolumne, Yolo and Yuba. CMSP is funded by public funds through State Program Realignment revenue received by the Governing Board and county general purpose revenue provided in the form of County Participation Fees.

The Governing Board administers three health care benefit programs:

- **County Medical Services Program (CMSP):** CMSP members are medically indigent adults, ages 21 through 64, who meet all of CMSP's eligibility criteria and are not otherwise eligible for Medi-Cal or Covered California. Enrollment in CMSP is handled by county welfare departments located in the 35 participating counties. All CMSP members must be residents of a CMSP county and their incomes must be less than or equal to 300% of the Federal Poverty Level (based on net nonexempt income). Depending on the population, benefit coverage provides comprehensive health coverage or primary care and emergency services only. For more information about CMSP, please visit www.cmspcounties.org.
- **Path to Health Pilot Project:** The Path to Health Pilot Project was launched in 2019 to test the effectiveness of providing primary and preventive services to low-income, undocumented county residents that are not otherwise eligible for CMSP and are eligible for and enrolled in emergency medical services under the Medi-Cal program. Path to Health serves undocumented adults ages 26 and older that are enrolled in an emergency services only Medi-Cal program aid code and reside in one of the 35 CMSP counties. Currently, 23 Community Health Center organizations with one hundred clinic sites provide Path to Health services in 21 CMSP counties. For more information about Path to Health, please visit mypathtohealth.org and caminoalasalud.org.
- **Connect to Care:** The Connect to Care Program was launched in December 2020 to provide primary and preventive services to documented and undocumented county residents, ages 21-64, with incomes between 138% and 300% FPL. This new program will be available in all 35 CMSP Counties. The goal for the program is the same as for Path to Health – to promote timely delivery of necessary primary and preventive medical services to the target population in order to improve health outcomes for the population and reduce the incidence of emergency services utilization and inpatient hospitalization by the population. Member enrollment in Connect to Care occurs through contracted Community Health Centers, including Federally Qualified Health Centers, Rural Health Clinics, and Tribal Health Program, where many program enrollees will also obtain covered primary care services. For more information about Connect to Care, please visit myconnecttocare.org and miconexionalasalud.org.

The Governing Board also administers several grant programs. Major current grant programs include the following:

- **Local Indigent Care Needs (LICN) Grant:** To address locally defined indigent health care needs, this program provides grant funding to CMSP counties to support local programs that promote timely delivery of necessary medical, behavioral health and support services to locally identified target populations; link these target populations to other community resources and support; and improve the overall health outcomes for these target populations.

- COVID-19 Emergency Response Grant (CERG): To help CMSP counties respond to the COVID-19 pandemic emergency, this grant program provides funding to expand the delivery of services that support local preparedness, containment, recovery, and response activities in CMSP counties affected by COVID-19. Funding may be use for Personal Protection Equipment (PPE), Healthcare Equipment and Supplies, Supportive Quarantine Services, Public Employees Needed for Emergency Response, Non-Profit Human Services Providers Needed for Emergency Response, and Public Information and Outreach
- Workforce Development Programs: To help participating CMSP health care providers attract and retain quality healthcare professionals, the Governing Board partners with the California Office of Statewide Health Planning and Development (OSHPD) and funds two different educational debt relief programs for medical professionals: CMSP Loan Repayment Program (CMSP LRP) and the Allied Healthcare Loan Repayment Program (AHLRP).
- Other ongoing grant programs include the CMSP Wellness and Prevention program, CMSP Health System Development program, and Specialty Care Access grants.

Governing Board’s Sacramento Administrative Office

The Governing Board’s Sacramento Administrative Office is composed of nine (9) employees. Of these employees, eight (8) are full-time equivalent (FTE) positions and one (1) is a part-time position. A copy of the current organizational structure for the Sacramento office is provided in Exhibit A. Additionally, the Administrative Office is supported by consultants that provide legal, policy development, and legislative representation services. The FY 2020-21 total budget for the Administrative Office is approximately \$5.5 Million.

III. TIMELINE

The following tentative timeline shall guide the CMSP Organizational Review RFP:

January 29, 2021	Release RFP for Organizational Review consulting services
February 12, 2021	Consultants provide written “Notice of Intent” to submit proposal
February 19, 2021	Written questions due from consultants
February 26, 2021	Written responses provided for all consultant questions
March 5, 2021	Consultant proposals due to CMSP Governing Board
March 25, 2021	Determination of preferred consultant
April 1, 2021	Start of consultant services
May 15, 2021	Completion of consulting services and final report to the Board

IV. SCOPE OF WORK AND DELIVERABLES

The scope of work will include all of the following:

- Overall review of the organizational structure and staffing composition of the Governing Board's Administrative Office in Sacramento, California;
- Review of current employee position classifications and compensation for all positions, including a review of salaries and benefits of comparable positions in government and the private sector in the Sacramento, California regional market;
- Review and current structure for employee evaluation and determination of employee compensation adjustments;
- Preparation of a report on Consultant's findings and recommendations; and,
- Public presentation by Consultant of the Consultant's report to the Governing Board.

V. PROPOSAL REQUIREMENTS

For ease and efficiency of review, the Governing Board has specified the numbering protocol below for bidders. Please follow this numbering protocol exactly, and do not re-number, insert numbers, or otherwise modify the sequence. Responses that do not follow this numbering order will not be considered.

1. Profile of Firm Proposing

- A. Name of the business, contact person, and contact information: Provide address, telephone, mobile telephone number, fax number, e-mail address, and web address, as applicable.
- B. Statement of ownership: Describe the type of business entity (sole proprietorship, corporation, LLC, or other), and list the majority and minority owners.
- C. State whether the firm is a local, national, or international firm and include a brief description of the size of the firm.
- D. Describe the local office and any other information required to describe that office that will be performing the work

2. Experience and Qualifications

- A. Detail your firm's experience in providing organizational consulting services to similar organizations in the healthcare, non-profit and government sectors.
- B. Provide information on whether your firm provides services to any related industry associations or groups.
- C. Identify the lead consultant(s) that will be assigned to the engagement and their experience.
- D. Describe what differentiates your firm from other firms providing comparable organizational consulting services.
- E. Provide two or more examples of your completed work for another comparable client that reflects the content and quality of your firm's work.

- F. For reference purposes, provide the names and contact information for at least three (3) other clients of a similar size or sector that have utilized the firm's consulting services.

3. Cost Proposal

Provide the firm's fee proposal for the required consulting services including the number of hours to complete the services

VI. PROPOSAL FORMAT INSTRUCTIONS

1. All proposals must be complete at the time of submission and must follow the required format:
 - A. Text must appear on a single side of the page only.
 - B. Assemble the proposal in the order listed with the Proposal Requirements section.
 - C. Clearly paginate each page.
2. Proposals transmitted by facsimile (fax) or e-mail will not be accepted.
3. Provide one original hard-copy Organizational Review clearly marked original, and six (6) hard copies.
4. Provide an electronic copy (flash drive) of the proposal.
5. Do not provide any materials that are not requested, as reviewers will not consider the materials.
6. Proposals must be received in the office no later than 3:00 p.m. PST on March 5, 2021.

CMSP Governing Board
ATTN: Kari Brownstein, Administrative Officer
1545 River Park Drive, Suite 435
Sacramento, CA 95815

VII. METHODOLOGY FOR REVIEW AND SCORING

The Governing Board reserves the right to alter the timing of the start of any work described above and not to award a contract for this RFP and will not reimburse the cost incurred by bidders who respond to this RFP.

Proposals will be evaluated based on the requirements set forth in the RFP. Selection of the firm will be at the discretion of the Governing Board and will be based on the

proposal that the Governing Board deems to be the most responsive and effective and best serves the interests of the program. Following the review of all proposals, selected firms may be invited to participate in a virtual interview hosted by the Governing Board. Any additional costs and equipment for such presentations are the responsibility of the proposing firm. Best and Final offers may be solicited from the pool of finalists prior to selection of the successful firm.

Proposals will be reviewed by a selection committee and will be evaluated based on the following criteria:

- Firm Experience and Qualifications
- Staff Expertise
- Demonstrated Ability
- Cost Proposal
- References

The foregoing criteria are for general guidance only. If the proposals are scored, the scoring will be for guidance and informational purposes only. The Governing Board will award a contract based on the proposal the Governing Board determines, in its sole discretion, is in the best interest of CMSP and the Governing Board.

Proposals which, in the Governing Board's sole and absolute discretion, are deficient, are not competitive, are non-responsive, do not meet minimum standards or are otherwise lacking in one or more categories may be rejected without further consideration.

VIII. QUESTIONS

1. Frequently Asked Questions (FAQ)

If you have questions regarding the RFP, please submit the questions in writing to Kari Brownstein, Administrative Officer. Questions can be emailed to Ms. Brownstein at kbrownstein@cmspcounties.org. Include your name, the name of your firm, and your mailing address, email address, and telephone number.

Questions can be submitted at any time up to midnight on February 19, 2021. The Governing Board will post written responses to all questions received by the Governing Board within the time period indicated on its website as soon as possible after questions are received, and no later than February 26, 2021. For clarity, please cite the page and section to which your questions pertain, and if appropriate, the information you are seeking.

2. RFP Contact Information

Please direct any questions regarding the RFP via email to:

Kari Brownstein, Administrative Officer
CMSP Organization Review RFP
kbrownstein@cmspcounties.org

Telephone calls, faxes and/or requests for a solicitation will not be accepted or acknowledged.

IX. GENERAL INFORMATION

1. All submitted proposals become the property of the Governing Board and will not be returned to the bidder unless otherwise determined by the Governing Board in its sole discretion.
2. Any costs incurred by the bidder for developing a proposal are the sole responsibility of the bidder and the Governing Board shall have no obligation to compensate any bidder for any costs incurred in responding to this RFP.
3. Proposals may remain confidential during this process only until such time as determined by the Governing Board in its sole discretion. Thereafter, all information submitted by a party may be treated as a public record by the Governing Board. The Governing Board makes no guarantee that any or all of a proposal will be kept confidential, even if the proposal is marked "confidential," "proprietary," etc.
4. The Governing Board reserves the right to do the following at any time, at the Governing Board's sole discretion:
 - A. Reject any and all proposals or cancel this RFP.
 - B. Waive or correct any minor or inadvertent defect, irregularity or technical error in any proposal.
 - C. Request that certain or all bidders supplement or modify all or certain aspects of their respective proposals or other materials submitted.
 - D. Modify the specifications or requirements in this RFP, or the required contents or format of the proposals prior to the due date.
 - E. Extend the deadlines specified in this RFP, including the deadline for accepting proposals.
 - F. Award, or not award, any contract for the market vendor services described in the RFP.

Exhibit A: Organization Chart

