



**Request for Application**

Consulting Services  
California Hub & Spoke System Administrator  
Rev. May 18, 2020

Department of Health Care Services  
Community Services Division  
MS 2624  
PO Box 997413  
Sacramento, CA 95899-7414

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## **A. Purpose & Background**

### **1. Purpose**

The Department of Health Care Services (DHCS), Community Services Division solicits applications from organizations that can oversee, manage, and provide consulting services for the implementation of the California Hub and Spoke System (CA H&SS). Applications must address all of the services described throughout this Request for Application (RFA).

### **2. Background**

DHCS received funds from the Substance Abuse and Mental Health Services Administration (SAMHSA) to improve access to services for Opioid Use Disorder (OUD) and Stimulant Use Disorder. This funding is made available through the State Opioid Response (SOR) 2 grant. The goal of California's SOR 2 grant is to increase the prevention, treatment, and recovery service activities initiated within the California MAT Expansion Project, originally funded by the federal State Targeted Response to the Opioid Crisis and State Opioid Response 1 grants. DHCS is utilizing a portion of the SOR 2 grant to implement the CA H&SS project throughout urban and rural areas across the state.

California's system will be built off the strengths of the Narcotic Treatment Programs (NTPs) that act as the Hubs, and federally approved DATA 2000 waived prescribers who prescribe or dispense buprenorphine in office-based settings that act as Spokes. Hubs dispense methadone and buprenorphine, provide care to the clinically complex buprenorphine patients, can manage buprenorphine inductions when needed, and provide support to the Spokes when they need clinical or programmatic advice. Spokes provide ongoing care for patients with milder addiction (managing both induction and maintenance). The Spoke is comprised of at least one prescriber and a MAT team to monitor adherence to treatment, coordinate access to recovery supports, and provide counseling. Patients can move between the Hub and Spoke based on clinical severity. Through SOR 2, DHCS is now additionally funding evidence-based services for the treatment of Stimulant Use Disorder. The goal of this project is to support the continuation of the project and further build sustainability of all participating Hubs and Spokes.

DHCS intends to select an organization through this RFA to oversee the administrative components of the CA H&SS. The awarded Contractor is not required to have clinical expertise in MAT, rather, DHCS is looking for a Contractor with the capacity to oversee and manage the administrative elements of the CA H&SS project.

**B. Time Schedule**

Below is the tentative time schedule for this procurement. If DHCS finds a need to alter the timelines listed herein, either an addendum or correction notice will be issued announcing the alternate timelines.

<b>Event</b>	<b>Date</b>
RFA Released	05/15/2020
Questions Due	06/12/2020 @ 4:00 p.m.
Application Due Date	06/15/2020 @ 4:00 p.m.
Contractor Selected	07/06/2020
Proposed Start Date of Agreement	09/01/2020

**C. Contract Term and Amount**

The term of the resulting agreement is expected to be 24 months, anticipated to be effective September 1, 2020 and continue through August 31, 2022. This agreement term may change if DHCS makes an award earlier than expected or if DHCS cannot execute the agreement in a timely manner due to unforeseen delays. DHCS reserves the right to extend the term of the resulting agreement via an amendment as necessary to complete or continue the services. Contract extensions are subject to satisfactory performance and funding availability.

**The total available project amount, including administrative costs, is \$60 million with an annual total of \$30 million. Applicants may spend up to \$2,000,000 for administrative costs.** The remaining project funding must go to Subcontracted Hubs and Spokes. Applications may project expenditures under the limitation.

**D. Scope of Work**

Contractor shall adhere to all required deliverables as described in the Scope of Work (SOW) contained as an attachment to the RFA. The SOW is referred to throughout the RFA and provides a more detailed description of the Contractor's requirements.

**E. Qualification Requirements**

Failure to meet the following requirements by the application submission deadline will be grounds for DHCS to deem an applicant nonresponsive. In submitting an application, each applicant must certify and prove that it possesses the following qualification requirements.

## **1. Applicant Requirements**

- a. Applicant must be a business entity located or able to operate in California and be registered with the California Secretary of State.
- b. Applicant must have extensive experience and expertise in administering, overseeing, and monitoring several complex contracts simultaneously.
- c. Applicant must have extensive experience and expertise in serving as a fiscal intermediary managing large budgets, and tracking payments to contractors.
- d. Applicant must have extensive experience and expertise in project management of large and complex projects.
- e. Applicant must have extensive experience providing Technical Assistance (TA).
- f. Applicant must have extensive experience and expertise in data collection, analysis, and reporting.

## **2. Applicant Preferred Experience**

- a. Preferred if applicant has experience and knowledge in Substance Use Disorder (SUD), and specifically OUD and Stimulant Use Disorder, prevention, treatment, and recovery services.
- b. Preferred if applicant has experience and knowledge regarding SUD delivery systems in California.

## **3. Corporations, Partnerships, Limited Liability Companies**

As required by California law, business entities must be in good standing and qualified to do business in California.

## **4. Non-Profit organizations must certify their eligibility to claim non-profit status.**

## **5. Past Business Practice**

Applicants must have a past record of sound business integrity and a history of being responsive to past contractual obligations.

## 6. Staffing Requirements

Applicant must have trained and experienced personnel or labor resources with appropriate knowledge, skills, and abilities to direct, supervise, and perform all services outlined in the SOW.

## 7. Transportation and Other Resources

Applicant must have adequate transportation resources; materials, supplies and/or equipment to effectively perform all services outlined in the SOW.

## 8. Financial Stability

Applicant must certify they are financially stable and solvent and have adequate cash reserves to meet all financial obligations while awaiting reimbursement from the state.

## F. Questions

Direct questions about the services or about the instructions herein to DHCS as indicated below. Inquiries and questions will not be accepted after **4:00 p.m.** on 06/12/2020

Please include the following in an inquiry:

- Respondent's name, name of Respondent's firm, mailing address, area code, telephone number, fax number, and email address.
- A description of the subject or issue in question or discrepancy found.
- RFA section, page number, or other information useful in identifying the specific problem or issue in question.

Email Inquiries
<b>Email Address:</b> <a href="mailto:DHCSMATExpansion@dhcs.ca.gov">DHCSMATExpansion@dhcs.ca.gov</a> <b>Subject:</b> Questions – CA H&SS Administrator

DHCS will respond directly to each person or firm submitting an inquiry. If a question and response is determined to be of value to other potential respondents, DHCS will transmit the question(s) and response(s) to the other firms on the Respondents list. At its discretion, DHCS may contact an inquirer to seek clarification of any question or inquiry received.

## G. Reasonable Accommodations

For individuals with disabilities, DHCS will provide assistive services such as reading or writing assistance, conversion of the RFA, questions/answers, RFA addenda, or other Administrative Notices into Braille, large print, audiocassette,

or computer disk. To request copies of written materials in an alternate format, please use one of the following methods below to arrange for reasonable accommodations.

<b>Reasonable Accommodation Requests</b>
<b>Email Address:</b> <a href="mailto:DHCSMATExpansion@dhcs.ca.gov">DHCSMATExpansion@dhcs.ca.gov</a>
<b>Subject:</b> Reasonable Accommodations – CA H&SS Administrator
<b>Fax:</b> 916-440-5230
<b>(TTY) California Relay Telephone Number:</b> 1-800-735-2929

**NOTE:** The range of assistive services available may be limited if requestors cannot allow ten or more State working days prior to date the alternate format material or assistance is needed.

## **H. State's Rights**

1. DHCS may collect additional applicant documentation, signatures, missing items, or omitted information during the response review process. DHCS will advise the applicant orally, by fax, email, or in writing of any documentation that is required and the submission timeline. Failure to submit the required documentation by the date and time indicated may cause DHCS to deem a response nonresponsive and eliminate it from further consideration.
2. The submission of a response to this RFA does not obligate DHCS to make a contract award.
3. DHCS reserves the right to deem incomplete responses non-responsive to the RFA requirements.
4. DHCS reserves the right to modify or cancel the RFA process at any time.
5. The following occurrences may cause DHCS to reject a response from further consideration:
  - a. Failure to meet the state applicant requirements by the submission deadline.
  - b. Failure to comply with a request to submit additional documentation in a timely manner.
  - c. Failure to comply with all performance requirements, terms, conditions, and/or exhibits that will appear in the resulting contract.

## I. Narrative Format and Content Requirements

### 1. General Instructions

- a. Each Applicant may submit only one proposal. For the purpose of this paragraph, "Applicant" includes a parent corporation of an Applicant and any other subsidiary of that parent corporation. If an Applicant submits more than one proposal, DHCS will reject all proposals submitted by that Applicant.
- b. All narrative portions should be straightforward, detailed, and precise. DHCS will determine the responsiveness of an application by its quality; not its volume, packaging, or displays. DHCS will not consider any information contained on pages past the set page limits.

### 2. Format Requirements

- a. Submit one application with cover page that includes the name of the Applicant entity along with contact information.
- b. Format the narrative portion of the narrative application as follows:
  - i. Use one-inch margins at the top, bottom, and both sides.
  - ii. Use a font size of no less than 12 points.
  - iii. Sequentially paginate the pages in each section.

### 3. Content Requirements

This section specifies the order and content of each application. Applications must conform to the page limitations. Assemble the materials in the following order:

#### a. Proposal Cover Page

This section must not exceed **one page** in length.

Include the name of the applicant entity along with primary contact information. A person authorized to bind the Proposer must sign the Proposal Cover Page. If the Proposer is a corporation, a person authorized by the Board of Directors to sign on behalf of the Board must sign the Proposal Cover Page.

#### b. Table of Contents

Properly identify each section and the contents therein. Paginate all items in each section with the exception of those items placed in the Forms Section and Appendix Section.



c. Executive Summary Section

This section must not exceed **two (2) pages** in length.

In preparing the Executive Summary, do not simply restate or paraphrase information in this RFA. Describe or demonstrate, in the Applicant's own words, the following information.

- i. A brief summary demonstrating an understanding of California's needs and the importance of this project.
- ii. The outcomes that are expected to be achieved by this project and how they will be achieved.
- iii. How this project will be effectively integrated into the applicant firm's current obligations and existing workload.
- iv. Why the proposing entity should be chosen to undertake this work at this time.

d. Applicant's Capability Section

This section must not exceed **five (5) pages** in length.

In preparing the Applicant's Capability section, address the following:

- a) Describe experience that qualifies the proposing entity to undertake this project. The Application must demonstrate an ability to perform the requirements to implement services outlined in the SOW.
- b) Describe how the Application will enact the following four phases of implementation.
  1. Service preparation
  2. Initial deployment of services
  3. Collection of data
  4. Formation of best practice performance measures

e. Deliverable Performance Section

This section must not exceed **ten (10) pages** in length.

- i. Describe the overall approach and/or methods that will be used to accomplish the SOW. Include a description for accomplishing the requirements in each of the twelve (12) categories outlined in the SOW.
  1. Implementation Schedule
  2. Subcontracting with Hubs and Spokes
  3. Training and Technical Assistance (TA)

4. Webinars
5. Data Collection and Performance Measures
6. Reporting
7. Final Report
8. Meetings with DHCS

f. Management Plan Section

This section must not exceed **five (5) pages** in length.

In preparing the Management Plan Section, address the following:

- i. Describe how the Applicant will effectively coordinate, manage, and monitor the efforts of the assigned staff, including Subcontractors and/or Consultants, to ensure that all tasks, activities, and functions are completed effectively and in a timely manner.
- ii. Include an implementation timeline which identifies the specific tasks/activities that will be performed in the order they are likely to occur.
- iii. Describe the fiscal accounting processes and budgetary controls that will be employed to ensure the responsible use and management of contract funds and accurate invoicing. Include, at a minimum, a brief description of the proposing entity's fiscal reporting and monitoring capabilities to ensure contract funds are managed responsibly.

g. Attachments (Required Documents)

Place the following documentation as attachments in the order shown below.

i. Proposed Budget/Narrative

1. **The total available project amount, including administrative costs, is \$60 million with an annual total of \$30 million. Applicants may spend up to \$2,000,000 for administrative costs.** The remaining project funding must go to Subcontracted Hubs and Spokes. Applications may project expenditures under the limitation.



2. The Applicant shall provide a sample budget for Hub and Spoke Subcontractors to utilize that includes information, such as staff classifications, number of persons, name of staff, major tasks/activities, deliverable responsibilities, anticipated number of hours of work under the contract, hourly rate, and labor costs.



3. Applicants must submit a deliverables budget utilizing the attached template (Attachment B).

4. The proposed Budget (Attachment B) must be separated into the following periods:

- a. September 1, 2020 – June 30, 2021
- b. July 1, 2021 – June 30, 2022
- c. July 1, 2022 – August 31, 2022.

ii. Implementation Timeline

Include an implementation timeline which identifies the specific tasks/activities that will be performed in the order they are likely to occur.

iii. Organization Chart

Include an organization chart of the key staff. The organization chart must show the distinct lines of authority between and among the divisions that will perform the project work and the primary reporting relationships within the Applicant's organization. Show the relationships between management, key decision makers, supervisory personnel, and Subcontractors and/or independent Consultants.

iv. Staff Resumes

A resume for each person that will play a key role in performing and/or managing the services including subcontractor staff and independent consultants (if any). Each person's resume should not exceed **two (2) pages** in length and should not contain any personal information (residence information including phone numbers, personal cellphone numbers, etc.).

**J. RFA Application Submission**

**1. Submission Instructions**

Applications must be submitted electronically to DHCS no later than **4:00 p.m. (PDT), June 15, 2020** at the e-mail address shown below. Applications received after the specified date and time are considered late and will not be accepted. There are no exceptions to this requirement.

<b>Application Submissions</b>
<b>Email Address:</b> <a href="mailto:DHCSMATExpansion@dhcs.ca.gov">DHCSMATExpansion@dhcs.ca.gov</a>
<b>Subject:</b> CA H&SS Administrator Application Submission

## K. Evaluation and Selection

A multiple stage evaluation process will be used to review and/or score narrative applications. DHCS will reject any application that is found to be nonresponsive at any stage of evaluation and/or exceeds the specified page limits. In evaluating RFA responses and assigning points, raters may consider issues including, but not limited to, the extent to which a response:

- a. Is lacking information, lacking depth or breadth, or lacking significant facts and/or details;
- b. Is fully developed, comprehensive, and has few if any weaknesses, defects, or deficiencies;
- c. Clearly demonstrates the Applicant's understanding of DHCS' needs, the services sought, and/or the contractor's responsibilities;
- d. Illustrates the Applicant's capability to perform all services and meet all SOW performance requirements;
- e. Will contribute to the achievement of DHCS' goals and objectives if implemented; and/or
- f. Demonstrates the Applicant's capacity, capability, and/or commitment to exceed regular service needs.

## 1. Stage 1 – Narrative Application Evaluation/Scoring

Raters will individually and/or as a team review, evaluate and numerically score applications based on each application’s adequacy, thoroughness, and the degree to which it complies with the RFA requirements.

DHCS will use the following scoring system to assign points. Section I outlines the considerations that raters may take into account when assigning individual points to a narrative application. Below are the point values and weight for each rating category that will be scored.

<b>Points</b>	<b>Interpretation</b>	<b>General Basis for Point Assignment</b>
0	<b>Inadequate</b>	Applicant does not include a response and/or supporting information for the requirement(s) or does not commit to meet the RFA requirement(s).
1	<b>Barely Adequate</b>	Response and/or supporting information just meets the RFA requirement(s) and/or the information is unclear. Response provides very minimal descriptive information to support the Applicant’s claim that they understand and intend to meet the requirement(s). Response is lacking information, lacking depth or breadth, or lacking facts and/or details.
2	<b>Adequate</b>	Response and/or supporting information meets the basic RFA requirement(s) and demonstrates an understanding of, and the ability and intent to meet the requirement(s). There may be omission(s), flaw(s) and/or defect(s), but they are inconsequential and acceptable.
3	<b>More than Adequate</b>	Response and/or supporting information demonstrates a thorough, detailed, and complete understanding of the requirement(s), demonstrates the ability and intent to meet the requirement(s), provides evidence of current ability to comply, and/or provides detailed plans or methodologies to further assure compliance with the requirement(s). The response is not considered excellent or outstanding but is above average and has no flaw(s), omission(s) or defect(s).
4	<b>Excellent or Outstanding</b>	Response and/or supporting information demonstrates a thorough, detailed, and complete understanding of the requirements(s). Response demonstrates the ability and intent to exceed the requirement(s), provides evidence of current ability to comply, and proposes detailed plans or methodologies that further assure how the requirement(s) will be exceeded.

## 2. Narrative Application Rating Factors

Raters will use the following criteria to score the narrative applications.

### b. Executive Summary

<b>Executive Summary Rating Factors</b>	
1. To what extent does the application provide a brief summary that demonstrates an understanding of California's needs and the importance of this project?	
2. How well does the application describe the outcomes that are expected to be achieved by this project and how they will be achieved?	
3. How well does the application describe how this project will be effectively integrated into the applicant firm's current obligations and existing workload?	
4. How does this application demonstrate that it is qualified and should be chosen to undertake this work?	
<b>Executive Summary Score</b>	<b>Possible Points - 16</b>

### c. Applicant's Capability

<b>Applicant's Capability Rating Factors</b>	
1. To what extent does the application describe the Applicant's experience that qualifies the proposing entity to undertake this project?	
2. How well does the application describe service preparation as part of the implementation?	
3. How well does the application describe initial deployment of services as part of the implementation?	
4. How well does the application describe collection of data as part of the implementation?	
5. How well does the application describe formation of best practice performance measures as part of the implementation?	
<b>Applicant's Capability Rating Score</b>	<b>Possible Points - 20</b>

d. Deliverable Performance

<b>Deliverable Performance Rating Factors</b>	
1. To what extent does the Applicant describe the ability to develop an Implementation Plan?	
2. To what extent does the Applicant describe the ability to subcontract with Hubs and Spokes?	
3. To what extent does the Applicant describe the ability to provide training and TA as necessary?	
4. To what extent does the Applicant describe their ability to develop and host webinars or virtual events?	
5. To what extent does the Applicant describe their ability to develop data reporting requirements and provide performance measures?	
6. To what extent does the Applicant describe their ability to develop and provide periodic reports containing information identified in the SOW?	
7. To what extent does the Applicant describe their ability to develop and provide a final report containing information identified in the SOW?	
8. To what extent does the Applicant describe their ability to convene and facilitate meetings with DHCS?	
<b>Deliverable Performance Score</b>	<b>Possible Points - 32</b>

e. Management Plan

<b>Management Plan Rating Factors</b>	
1. To what extent does the Applicant describe how they will effectively coordinate, manage, and monitor the efforts of the assigned staff, including Subcontractors and/or Consultants, to ensure that all tasks, activities, and functions for the CA H&SS are completed effectively and in a timely manner?	
2. To what extent does the Applicant provide an implementation timeline that identifies the specific tasks/activities performed during the contract?	
3. To what extent does the Applicant describe the fiscal accounting processes and budgetary controls that will be employed to ensure the responsible use and management of contract funds and accurate invoicing by Hubs and Spokes?	
<b>Management Plan Score</b>	<b>Possible Points - 12</b>

Applications, excluding the Budget, will be scored on a scale of 0 to 80 points as follows:

<b>Narrative Rating Category</b>	<b>Total Points</b>
Executive Summary	<b>20</b>
Applicant's Capability	<b>16</b>
Deliverable Performance	<b>32</b>
Management Plan	<b>12</b>
<b>Total</b>	<b>80</b>

## 2. Stage 2 – Proposed Budget Score

DHCS will use the following scoring system to assign points. Section I (3) (g) (i) of this RFA outlines the considerations that raters may take into account when assigning individual points to a budget application. Below are the point values and weight for each rating category that will be scored.

<b>Points</b>	<b>Interpretation</b>	<b>General Basis for Point Assignment</b>
<b>0-5</b>	<b>Inadequate</b>	Applicant does not include a response and/or supporting information for the requirement(s) or does not commit to meet the RFA requirement(s).
<b>6-10</b>	<b>Barely Adequate</b>	Response and/or supporting information just meets the RFA requirement(s) and/or the information is unclear. Response provides very minimal descriptive information to support the Applicant's claim that they understand and intend to meet the requirement(s). Response is lacking information, lacking depth or breadth, or lacking facts and/or details.
<b>11-15</b>	<b>Adequate</b>	Response and/or supporting information meets the basic RFA requirement(s) and demonstrates an understanding of, and the ability and intent to meet the requirement(s). There may be omission(s), flaw(s) and/or defect(s), but they are inconsequential and acceptable.
<b>16-20</b>	<b>More than Adequate</b>	Response and/or supporting information demonstrates a thorough, detailed, and complete understanding of the requirement(s), demonstrates the ability and intent to meet the requirement(s), provides evidence of current ability to comply, and/or provides detailed plans or methodologies to further assure compliance with the requirement(s). The response is not considered excellent or outstanding but is above average and has no flaw(s), omission(s) or defect(s).
<b>21-25</b>	<b>Excellent or Outstanding</b>	Response and/or supporting information demonstrates a thorough, detailed, and complete understanding of the requirements(s). Response demonstrates the ability and intent to exceed the requirement(s), provides evidence of current ability to comply, and proposes detailed plans or methodologies that further assure how the requirement(s) will be exceeded.

## 3. Stage 3 – Final Score Calculation

DHCS will use the formula shown below to calculate final application scores and to determine the highest scored application.

Narrative Application Score + Proposed Budget Score = Total Score



**L. Contract Award**

Award of the contract, if awarded, will be to the eligible applicant that DHCS believes can best meet its needs. DHCS intends to select the applicant earning highest total score. Consideration may be given to each applicant's past experience, qualifications, personnel resources, management capabilities, and proposed methods and procedures.

DHCS will verbally notify the chosen firm of its selection and will follow-up the verbal notice in writing via fax or email. DHCS will fax or email a notice of award to each firm that submits a price quotation in response to this procurement.

**M. Disposition of Materials Following Award**

All materials submitted in response to this RFA will become the property of the DHCS and, as such, are subject to the Public Records Act (GC Section 6250, et seq.). DHCS will disregard any language purporting to render all or portions of any response and price offer confidential.

**N. Award Objections**

California law does not provide a protest or appeal process against award decisions made through an informal selection method. Applicants submitting a response to this RFA may not protest or appeal the award. DHCS' award decision shall be final.

**O. RFA Attachments**

Attachment A – Scope of Work  
Attachment B – Proposed Budget Deliverable Template