STATE OF FLORIDA
DEPARTMENT OF CHILDREN AND FAMILIES
OFFICE OF CHILD WELFARE

REQUEST FOR QUOTES
DATA ANALYTICS CHILD WELFARE SERVICE DRIVERS TO OUTCOME MEASURES

RFQ# LJ72016

DATE: JULY 21, 2016
I. **Purpose**

The Florida Department of Children and Families (the “Department”) is seeking quotes from interested vendors to identify drivers to successful child outcomes from an array of services provided to children and families who are served by Florida’s child welfare system. The qualified vendor will design and implement an analysis of services and programs enacted by contracted lead agencies for Community Based Care (CBC) statewide utilizing a proof of concept approach applied to the Office of Child Welfare (OCW) Results-Oriented Accountability (ROA) cycle of accountability and its Operational Data Governance and Master Data Management Strategy (MDM). These services provide enhanced support to children and families, and demonstrate positive child safety, permanency and well-being outcomes. The focus of the analysis will be multivariate, with a particular focus on children ages zero (0) through three (3) and thirteen (13) through seventeen (17). Services will be purchased through the Department of Management Services (DMS) State Term Contract number 973-000-14-01 for Management Consulting Services.

II. **Problem Statement**

The Department continues to explore maximizing the application of data analytics within the Office of Child Welfare, employing a formal data strategy that includes established processes for data governance, data management, and functional roles and responsibilities. A focus of data analytics in child welfare is to support a systematic cycle of accountability that relies on five key activity phases:

1. Assessment of performance related to key child welfare outcomes.
2. Identification and analysis of opportunities for improvement.
3. Identification of effective countermeasures and new or promising interventions.
4. Evaluation of interventions and their systemic effects.
5. Reinforcing and replication of a culture of continuous quality improvement (CQI) to ensure the organization is learning and moving toward greater achievement of family-centric goals.

III. **Scope of Work**

1. This RFQ will develop a list of existing state term contract vendors that may be used to provide the desired services to the Department. This RFQ will follow the following process:

   a. The Department will prequalify one or more state term contract vendors based on the selection criteria defined in this RFQ.

   b. The Department will meet with one or more of the prequalified vendors to determine which of the prequalified vendors best meet the needs of the task order.

   c. The Department will select the best vendor for the services needed.

   d. The Department will issue a contract to the selected vendor for the task order.
2. For the task order, the Department is specifically seeking services to include, but not be limited to:

   a. Analyze data across multiple data sources which directly or indirectly involve persons in Florida’s child welfare system employing a multivariate analysis approach with a purpose to identify drivers that lead to successful child outcomes in order to identify and apply those drivers statewide. This may involve the development and acquisition of Data Sharing Agreements and Institutional Review Board (IRB) approvals, and will focus on two primary age groups, ages zero (0) through three (3) and thirteen (13) through seventeen (17).

   b. Apply a proof of concept approach to the Office of Child Welfare ROA Program Plan and Operational Data Governance and Master Data Management Strategy (MDM) during the data analytics project.

   c. Engage with the Department, contracted lead agencies for Community Based Care (CBC), other state agencies, the ROA Governance Board, the ROA Technical Advisory Panel, the Florida Institute for Child Welfare (FICW) within the Florida State University School of Social Work, and other state and national child welfare stakeholders virtually and in-person on the following:

      1. Actively review and participate in assessment and validation of current outcome and process measures and recommendations on continuing measures.

      2. Acquire data and information outside of the child welfare system, including other state agencies.

      3. Conduct focus groups, as needed and appropriate, specific to data and information acquisition.

      4. Assess the data analysis methodology utilized by the Department and by child welfare stakeholders and offer action-based recommendations for continued utilization of data analytics by child welfare stakeholders.

3. Assess the Department’s Florida Safe Families Network (FSFN) database as well as other ancillary or modular databases and information systems utilized by CBC Lead Agencies. This assessment will include an inventory of data elements available to inform the validated process and outcome measures, and identify data and information necessary to perform quality data analytics.

4. Design and implement a formal project plan to perform the data analysis requested.

5. Implement the project plan in established stages with identified deliverables according to an established timeline.

6. Design and deliver a series of documents specific to the data analytics project that includes findings, recommendations for further exploration and actions, and barriers to continued improvement of exploration and analysis.
7. Design and deliver communication resources targeting a variety of child welfare stakeholders that highlight or emphasize lessons learned from the data analytics project.

8. Design web-based interactive dashboard views specific to drivers of successful outcome and process measures as reflected in the data analytics project for use by internal and external stakeholders.

9. The selected vendor will provide the following deliverables during the course of the project: (deliverables should be actionable and include drivers to outcomes)
   a. The Department’s Operational Data Governance and Master Data Management (MDM) Strategy updated quarterly throughout the project.
   b. A set of validated outcome and process measures with identified drivers to outcomes.
   c. Formal summaries and findings of focus groups conducted.
   d. Web-based interactive dashboard views specific to the drivers of validated and successful outcome and process measures for internal and external stakeholder use.
   e. Data element inventory resource to serve as a clearinghouse for future data analytic projects. This inventory will include data elements from FSFN, ancillary databases and information systems utilized by CBC Lead Agencies, and from other state agencies and resources, as appropriate.
   f. A mid and end of project summary on the data analytics project that includes recommendations for further exploration and actions, and barriers to continued exploration and analysis.
   g. At minimum, a monthly status report that includes, but is not limited to, progress to date per deliverable schedule, project barriers, potential consequences of project barriers, recommended action, and recommended action status.
   i. A series of deliverables specific to the data analytics project that includes findings, recommendations for further exploration and actions, and barriers to continued improvement of exploration and analysis.
   j. A series of communication resources targeting a variety of child welfare stakeholders that highlight or emphasize lessons learned from the data analytics project.
IV. Schedule of Events

Listed below are the important events, dates, and times by which the actions must be taken or completed. All listed times are Eastern Time.

<table>
<thead>
<tr>
<th>DATE</th>
<th>TIME</th>
<th>EVENT</th>
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<tbody>
<tr>
<td>July 21, 2016</td>
<td>5:00 P.M.</td>
<td>Release of RFQ</td>
</tr>
<tr>
<td>July 25, 2016</td>
<td>4:00 P.M.</td>
<td>Question Deadline – Last date and time written questions will be accepted for this RFQ</td>
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<tr>
<td>August 2, 2016</td>
<td>4:00 P.M.</td>
<td>Anticipated date answers to the written questions will be posted to the Vendor Bid System (VBS)</td>
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<tr>
<td>August 8, 2016</td>
<td>4:00 P.M.</td>
<td>RFQ Responses Due</td>
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<tr>
<td>August 15, 2016</td>
<td>5:00 P.M.</td>
<td>Anticipated date of identifying Prequalified Vendor(s)</td>
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<td>August 22-25, 2016</td>
<td>TBD</td>
<td>Prequalified Vendor(s) Presentation(s)</td>
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<tr>
<td>October 1, 2016</td>
<td>N/A</td>
<td>Anticipated Contract Start Date</td>
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V. Selection Criteria

This RFQ will result in the selection of one vendor to provide the services described. The Department will select the vendor who offers the best value.

1. All quotes will be reviewed using the following criteria:

   a. The vendor has the structural and personnel capacity and viability to engage in a prolonged data analytics project.

   b. Project staff have a demonstrated understanding of the Florida child welfare practice model and policies, including array of services offered by CBC Lead Agencies.

   c. Project staff are qualified to lead and conduct focus groups both on-site and virtually.

   d. Project staff are qualified to inventory and assess a variety of data systems and databases in a variety of formats and venues using industry standard software and methodology.

   e. The vendor has previous analytics experience with FSFN (preferred).
f. Project staff have a demonstrated understanding of Results-Oriented Accountability (ROA), data governance, and data management strategies.

g. The vendor employs Project Management staff that have demonstrated experience in large data analytics projects with state health and human services agencies as clients.

h. The vendor has staff that are available to meet periodically and regularly in Tallahassee, Florida, are available to attend virtual or meetings by phone bi-weekly, and are able to travel quarterly to other meetings statewide if necessary.

The Department reserves the right to award task orders to a vendor that does not submit the lowest pricing structure, however, pricing will be a very significant element of the Department’s evaluation of quotes.

When in the best interest of the state, the Department reserves the right to decline to issue task orders, to modify the scope of work reflected in task orders, and to issue task orders to multiple vendors.

VI. Quote Structure

Quotes must include the following sections in the order prescribed below:

1. Executive Summary – This section shall present a high-level synopsis of the vendor’s response to the RFQ. The Executive Summary should be a brief overview of:
   a. The services the vendor is offering.
   b. The team (the vendor and any subcontractors) assembled to provide the services described in this RFQ.
   c. The experience of the vendor’s organization and proposed team.

2. Service Capability – Include descriptions of each type of service that is available from the team (the vendor and any subcontractors) offered by the vendor. Include samples of work performed as attachments to the quote.

3. Contact Information – Identify all key sales and project management contacts information including: name, title, address, email address and direct telephone numbers.

4. References – Provide at least three clients for which similar or identical services were performed.

5. Team Member Resumés – Provides resumés and relevant experience of key staff and management personnel that will be involved in providing the services.

In order to be considered for this task order, each quote must completely address each section described above. The Department reserves the right to reject any quote that does not properly address the above requirements, that fails to include the information requested, or that deviates from the requirements of this RFQ in any manner.
VII. **Deliverables**

In order to be paid the successful vendor must provide proper supporting documentation of the services delivered. At a minimum supporting document will include:

1. A project plan that defines the overall project timeline and includes key project milestones, and deliverables; and
2. Weekly status reports.

VIII. **Pricing**

Interested vendors must provide hourly rates for each of the staffing classifications identified below. Hourly rate quotes should be submitted as a firm fixed hourly rate price that includes travel and living expenses. The Department reserves the right to negotiate lower rates with any vendor to which it offers a task order.

<table>
<thead>
<tr>
<th>Staffing Classification from the Management Consulting Services State Term Contract</th>
<th>Standard Hourly Rate</th>
<th>State Term Contract Hourly Rate</th>
<th>Quote for the Department</th>
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</thead>
<tbody>
<tr>
<td>Principal</td>
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<tr>
<td>Senior Consultant</td>
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<td>Consultant</td>
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<td>Junior Consultant</td>
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<td>Program and Administrative Support</td>
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Interested vendors should describe their history and any plans they have for maximizing the use of state residents, state products, and other Florida based businesses to provide the services contemplated by this RFQ.

Once the compensation for any task order is established, the Department will not entertain any request for an increase, even if such increase would result in the compensation remaining at or below the rates contained in the state term contract. All services for the term of any task order shall be subject to the availability of state funding and the approval of the Department's Contract Manager.

The Department may also request that a task order, or any portion of, be priced using a fixed price method of payment rather than being based on the hourly rates set out in the quote. The fixed cost shall be estimated by the vendor based on a Department prepared statement of work and the fixed cost negotiated with the Department. The fixed price must be less than the estimated cost that would be based on the hourly rates and the vendor must provide adequate supporting evidence of compliance with this requirement. The mutually agreed fixed cost shall be the only compensation paid to the Provider regardless of the number of hours actually worked by the Provider to complete the work for which a fixed price was negotiated. The completion date shall be based on the vendor’s project plan and negotiated with the Department. The vendor shall complete each project within the agreed
upon fixed cost and by the estimated completion date, unless the completion date is modified by the Department's contract manager.

**Contact Person and Procurement Manager**

The sole contact point for all communication regarding this RFQ is:

Darlean Patterson, Procurement Manager  
Florida Department of Children and Families  
1317 Winewood Blvd., Building 1, Room 300M 
Tallahassee, Florida 32399  
Email: Darlean.Patterson@myflfamilies.com

**Submission of RFQ Responses**

Responses are due to the Procurement Manager by the date and time specified in the Schedule of Events section above. Responsibility for timely delivery rests with the Vendor. The Vendor electronic mail response to this RFQ should be addressed with the SUBJECT line as “Data Analytics Child Welfare Service Drivers to Outcome Measures,” and delivered to Darlean.Patterson@myflfamilies.com. All required documents must be included as an attachment to the email.