



# REQUEST FOR PROPOSALS:

## ***Public Behavioral Health System Gap Analysis***

**Release Date: June 12, 2018**

**Proposal Due: July 13, 2018**

**Anticipated Award Notification: July 31, 2018**

**Anticipated Contract Start: August 15, 2018**

### **Issued by:**

Behavioral Health System Baltimore, Inc.  
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# **REQUEST FOR PROPOSALS**

## ***Public Behavioral Health System Gap Analysis***

### **I. Overview of the Project**

#### **A. BHSB'S GOALS & OBJECTIVES**

Behavioral Health System Baltimore, Inc. (BHSB) is a non-profit agency established by Baltimore City to manage the City's public behavioral health system. As such, BHSB serves as the Local Behavioral Health Authority for Baltimore City. In this role, BHSB envisions a city where people live and thrive in communities that promote and support behavioral health and wellness.

BHSB is committed to enhancing the behavioral health and wellness of individuals, families, and communities through:

- The promotion of behavioral health and wellness prevention, early intervention, treatment, and recovery;
- The creation and leadership of an integrated network of providers that promotes universal access to comprehensive, data-driven services; and
- Advocacy and leadership of behavioral health-related efforts to align resources, programs, and policy.

BHSB is committed to promoting behavioral health equity in Baltimore City by ensuring that the behavioral health provider network is culturally and linguistically responsive to the diverse populations served; reducing behavioral health care access barriers for populations known to experience discrimination and marginalization; and supporting communities directly to develop services that are responsive to their unique strengths and needs.

Through this Request for Proposals (RFP), BHSB is seeking a qualified vendor to conduct a thorough gap analysis or needs assessment process for Baltimore City's Public Behavioral Health System (PBHS). Applicants may submit proposals that include working with sub-vendors; however, BHSB prefers to contract with one lead vendor.

#### **B. OVERVIEW OF PROJECT**

BHSB is working closely with the City of Baltimore, the Baltimore Police Department (BPD), the U.S. Department of Justice (DOJ), and the Baltimore Police Department Monitoring Team (MT) to complete the requirements related to behavioral health in Baltimore City's 2017 Consent Decree with the U.S. Department of Justice. There is more information about Baltimore City's Consent Decree available here:  
<https://consentdecree.baltimorecity.gov/>.

The Consent Decree includes several specific requirements related to BPD's response to and interactions with people with behavioral health disorders or people experiencing a behavioral health crisis. One of those requirements is to complete a comprehensive assessment of the behavioral health service system. The goal of this *Public Behavioral Health System Gap Analysis* is to analyze existing public behavioral health service systems to identify: unmet need, service gaps, barriers to accessing care, opportunities for better collaboration, and other recommended system improvements, particularly as they pertain decreasing or improving interactions with police. BHSB and its partners will use the results of this gap analysis to implement the recommendations.

A second requirement in the Consent Decree is that a Collaborative Planning and Implementation Committee (CPIC) comprised of a wide variety of stakeholders, including behavioral health service users, community members, service providers, behavioral health advocates, and other City and State partners be assembled to advise on the implementation of the behavioral health requirements in the Consent Decree. This group has been assembled, and a specialized sub-committee has been established to advise on and guide all of the activities related to this Gap Analysis process.

## C. SCOPE OF WORK

The purpose of the *Public Behavioral Health System Gap Analysis* is to identify gaps and barriers to the public behavioral health service system and to offer specific recommendations to better meet the needs of Baltimore City residents. The selected applicant will be expected to work closely with Baltimore City, BPD, BHSB and the CPIC sub-committee to complete the gap analysis, including regular check ins, progress reports, a draft report to review, and a final report that incorporates feedback.

The Gap Analysis should include at least the following components:

- Review of literature and existing documents (e.g., Baltimore City's Behavioral Health Crisis Response System Plan, journal reviews, etc.)
- Data collection through at least: stakeholder interviews, public meetings, police records, PBHS data (e.g., Medicaid claims paid, utilization, capacity, usage patterns, demographic data, etc.)
- Analysis of sample police interactions with people with behavioral health disorders to identify systemic barriers and solutions, including what precipitated the crisis, what services could have prevented the crisis, how police became involved, how the response to the crisis could have been improved, and what can be done to prevent these types of crises, with special emphasis on populations identified in the consent decree and populations known to be vulnerable in interactions with police (e.g., people of

color, LGBTQ populations, immigrant communities, youth, homeless populations, people using illicit drugs, etc.).

- Analysis of resident need compared to system capacity, barriers to accessing care, and use of best practices in at least the following areas: outreach, crisis care, behavioral health treatment services (mental health, substance use disorder, and brain injury services), supportive services (e.g., peer support, supportive employment programs, etc.), housing (e.g., permanent supported housing, etc.), workforce capacity, and continuity of care
- Analysis of the quantity/capacity as well as the quality of existing services
- Development of quantified and actionable recommendations prioritized for implementation
- A draft and final report that describes the process the vendor used and describes each of these components

## **D. STAFFING REQUIREMENTS**

There are no specific staffing requirements, but vendors with existing relationships with staff (i.e., employees or consultants) who are qualified to work on this project are preferred so that the process can start quickly.

## **E. FUNDING AVAILABILITY**

There is limited funding available for this project, and the proposal's cost will be a factor in selecting a vendor. Cost estimates gathered range from \$50,000 - \$200,000. Applicants are encouraged to propose reasonable and realistic costs when developing proposals, and may include a few options with different associated costs (e.g., full in-depth gap analysis at highest cost, mid-range gap analysis at lower cost, etc.).

## **F. REPORTING AND DELIVERABLES**

BHSB expects that the selected vendor will work closely with the City, BPD, the CPIC sub-committee, and BHSB throughout the entire process and to report regularly on progress. A formal work plan with deliverables will be developed and negotiated collaboratively with the selected vendor.

## **G. MONITORING**

BHSB will engage in monitoring activities to ensure that activities outlined in the contract are being executed in a timely manner and at the level of quality expected. Some of these activities may include: a) Site visits to observe, evaluate, and document activities, b) Review of reports or other deliverables, or c) Review or audit of financial reports. The selected applicant will be required to participate in all relevant monitoring and evaluation activities.

If, during monitoring activities, it is discovered that the selected applicant is not fulfilling the obligations stated in the contract resulting from this RFP, a Corrective Action Plan may be required, with additional follow-up monitoring to ensure requirements are being met.

## **II. Overview of RFP**

### **A. PURPOSE OF RFP**

The purpose of this RFP is to select a qualified vendor to complete a *Public Behavioral Health System Gap Analysis* that BHSB and its partners will use to guide future system improvements.

### **B. APPLICANT ELIGIBILITY**

Applicants must meet all of the criteria outlined below to be considered eligible to be selected through this RFP process:

- Experience performing or participating in at least one other Gap Analysis/ Needs Assessment in response to a consent decree involving the police department and behavioral health system or equivalent experience
- Ability to start work by mid-August

### **C. PROPOSAL TIMEFRAME AND SPECIFICATIONS**

#### **1. Authorized Contact**

Applicants are advised that the authorized contact person for all matters concerning this RFP is Keisha Tatum, whose contact information is listed below.

Keisha Tatum, Director of Contracting Operations  
Behavioral Health System Baltimore  
Email: [Keisha.Tatum@BHSBaltimore.org](mailto:Keisha.Tatum@BHSBaltimore.org)  
Phone: 410-637-1900 Ext. 8530

#### **2. Timeline**

Release Date:	June 12, 2018
Proposal Due:	July 13, 2018
Anticipated Award Notification:	July 31, 2018
Anticipated Contract Start:	August 15, 2018

#### **3. Proposal Due Date, Time, and Location**

Proposals must be submitted electronically by email to [Keisha.Tatum@BHSBaltimore.org](mailto:Keisha.Tatum@BHSBaltimore.org) by attaching one or more PDF files. Because some email systems prohibit sending or receiving large files, applicants may need to split files into multiple emails. It is recommended that applicants send a separate email with no attachments to request confirmation that the proposal was received.

All proposals must be received no later than **3:00 pm EST on July 13, 2018**. All submitted proposals become the property of BHSB. Proposals submitted after the closing date will not be considered.

**4. Anticipated Service Term:** August 15, 2018 – February 28, 2019

**D. AWARD OF CONTRACT**

The submission of a proposal does not, in any way, guarantee an award. BHSB is not responsible for any costs incurred related to the preparation of a proposal in response to this RFP. BHSB reserves the right to withdraw an award prior to execution of a contract with a selected applicant in BHSB's sole and absolute discretion.

BHSB will select the most qualified and responsive applicants through this RFP process. BHSB will enter into a contract with selected applicants following the notification of award. All selected applicants must comply with all terms and conditions applicable to contracts executed by BHSB.

**E. RFP POSTPONEMENT/CANCELLATION**

BHSB reserves the right to postpone or cancel this RFP, in whole or in part.

**F. APPLICANT APPEAL RIGHTS**

Applicants may file an appeal to the Director of Operations & Administration within ten days of release of the procurement or award of the contract. The Director of Operations & Administration will review the appeal, examine any additional information provided by the protesting party, and respond to the protestor within ten working days of receipt of the appeal.

### **III. Format and Content of Proposal**

#### **A. PROPOSAL INSTRUCTIONS**

Applicants should submit all required information in the format specified in these instructions by the due date. The proposal narrative should be submitted using the outline provided in the next section, and should not exceed 10 typed, single-spaced pages using Times New Roman 12-point font. The cover letter and appendices do not count toward the page limit.

The final proposal package shall include:

- A proposal cover letter signed and dated by an authorized representative of the applicant organization. The cover letter must include the full legal name of the applicant organization, address, and the designated contact person and their contact information.
- A full proposal.
- All required or optional attachments (do not count toward page limit).

Late proposals may not be considered.

#### **B. PROPOSAL NARRATIVE OUTLINE AND RATING CRITERIA**

The proposal should be a clear, concise narrative that describes the applicant's responses to the prompts outlined below. This narrative outline will also be used as the rating criteria, and the number of points allocated to each section is noted.

##### **Organizational Background and Capacity – 25 points**

- a) Provide an overview of your organization.
- b) Describe your organization's experience conducting needs assessments/ gap analyses for other jurisdictions/regions under a consent decree with their police department or similar experience. Note specifically your organization's experience conducting these kinds of analyses for mental health, substance use disorder, and brain injury service systems across the lifespan. Include a sample report as an attachment.
- c) Describe the team you will use to complete this gap analysis, including how quickly they can be assembled. Resumes or vitae may be included as an attachment, if desired.

##### **Gap Analysis Proposal(s) – 30 points**

- a) Describe the approach your team will take to complete the gap analysis, including how you propose collecting, reviewing, and analyzing data, including what sources; which groups of people are most important to include

in focus groups; what you will need from BHSB (data, information, access to contacts, etc.). Please be as detailed and comprehensive as possible so the review committee can make an informed decision. As stated previously, you may include more than one proposal with multiple price points.

**Proposed Budget and Narrative – 25 points**

- a) Include or attach a budget that shows how funding will be spent (i.e., hourly rate x number of hours spent on activities; itemized costs of each activity, etc.).
- b) Describe the costs included in the budget.

**Proposed Timeline – 20 points**

- a) Propose a timeline that starts in mid-August, does not exceed six months, and that outlines the major activities to take place. Be sure to include the submission of a draft report with time for the CPIC sub-committee and partners to review and submit feedback to be incorporated into a final report. This timeline will be a starting point for the final work plan that will be negotiated and become part of the contract of the selected vendor.