

## **Workload Capacity Study for Family Services Supervisors and Specialists**

### **Questions and Responses**

**PROPOSALS A/RE DUE NO LATER THAN May 30, 2025, BY 5:00 PM CDT**

RFP #14757

BUYER: DSS CPS

POC: Kirsten Blachford  
[Kirsten.Blachford@state.sd.us](mailto:Kirsten.Blachford@state.sd.us)

Q1: a. We noted the contract end date is September 2025 with no option to extend. Our agency finds that CPS workload studies can take anywhere from 12 – 15 months. Would the Department consider a longer initial contract period?  
b. What is driving the timeline for this body of work? What flexibility, if any, does the state have?

A1: DSS is firm with the September 30, 2025, completion date.

Q2: a. Section 4.4 of the RFP says “The offeror must/may be required to submit a copy of their most recent independently audited financial statements”. Do you wish for offerors to include these statements as part of the proposal package due May 31 or only if requested following the initial submission?  
b. Section 4.4 states: “4.4 The offeror must/may be required to submit a copy of their most recent independently audited financial statements.” *Is this a requirement at the proposal stage?*

A2: Financial audit statements are not required with the proposal.

Q3: Section 4.3 outlines the requirements related to three previous and current service/contracts. In which tabbed section of the proposal response format outlined in Section 5.2 should that information be included, or should it be separate from the sections outlined in 5.2?

A3: The information can be submitted in a format chosen by the entity submitting the proposal. References can be attachments or embedded into the proposal structure.

Q4: What core components of CPS services does the Division of Child Protective Services wish to include in the study? For example, will intake, initial family assessment, ongoing services, placement services, adoption services all be included? Are there other core components not listed here that will be included?

A4: Span of control for supervisors, regional managers, sufficiency of program and leadership staff at the state office level. SD is a state administered program. Relative search functions. There are some local specializations identified, too: back up case manager, children's worker, parent worker, social service aides. Detail is outlined in the scope in section 3 of overall components to include.

Q5: a. Approximately, how many Family Services Specialists and Supervisors are there that work within the core components that CPS wishes to address in the study?  
b. How many employees are included within the scope of the study?

A5: Approximately 177 employees (144 Family Services Specialists and 33 Supervisors) work within the core components that CPS wishes to address in the study.
Q6: a. Does DSS have an anticipated budget range or not-to-exceed value it can share to help vendors understand the anticipated level of effort to complete planned activities and develop staffing plans accordingly? b. What budget or budget range does the State anticipate for this work? c. Is there a maximum budget for RFP14757?
A6: The budget range for this work remains open for interested parties to outline as aligned with their proposals.
Q7: How does DSS expect the vendor to prepare and present the results of the study and corresponding recommendations? For instance, will a legislative or leadership presentation be required, and will DSS expect the vendor to be available on site for that presentation?
A7: A final recommendations and findings report is expected. A legislative presentation is unlikely, though meeting(s) or presentation(s) with CPS and DSS leadership are probable to relay findings, and possibly a presentation to DSS leadership may be requested. A vendor may outline in their proposal these components to be completed virtually or in person.
Q8: a. Does the vendor need to understand anything about the adoption/APPLA optimization work that will begin in July 1 as it relates to this workforce capacity study? b. The solicitation indicates on page 8 in Section 3.2 that a work order will begin July 1, 2025. Can the government provide a description of the work to be performed for that work order?
A8: The goal of the adoption optimization process does involve the FSS staffing but is more aligned with process efficiencies and consistency. Collaboration will occur to assure the work performed through the two contracts to not overlap. The contracts will be published when signed, as well in OpenSD.
Q9: Many privately held companies or partnerships do not release detailed financial statements; however, they release other forms of financial information to provide evidence of financial stability. This has previously been deemed responsive to several government agency procurement requirements. Will DSS accept these alternative forms of financial disclosure in lieu of detailed financial statements requested in this RFP?
A9: Yes, if DSS requests financial information the alternative proposed would be accepted.
Q10: a. Could DSS please clarify whether the “specific point-by-point response” requested in this section refers to a point-by-point response to the scope of work requirements listed in Section 3.0 Scope of Work? b. RFP section 5.2.3.2 requires “A specific point-by-point response, in the order listed, to each requirement in the RFP. The response should identify each requirement being addressed as enumerated in the RFP.” Please clarify which requirements in the RFP this refers to. c. RFP section 5.2 provides a required proposal response format. In addition, sections 4.3 (references), 6.2 (experience), and 6.3 (personnel qualifications) request additional information. <i>Does the State have a preference for how responses to these requests be formatted with or in addition to the structure outlined in section 5.2?</i>
A10: The goal is to receive an easy-to follow proposal which addresses each of the elements 3.1.1 through 3.1.6, 4.3, 5.2.3.1, 5.2.3.3, 5.2.4, and reflects the alignment with evaluation criteria outlined in section 6 throughout the proposal.
Q11: Would DSS like vendors to submit our cost proposal (Attachment B) as a separate document or are we permitted to include it in the same document as our technical response?
A11: DSS is open to either option.
Q12: The solicitation indicates on page 2 in Section 1.1 that an Organizational Assessment was conducted in 2020. Can the government provide a copy of that report?

A12: Information on findings and recommendations will be shared by DSS CPS leadership with the contractor when work begins, and a contract is in place.
Q13: Please describe the anticipated involvement of the CQI team in conducting the workload study.
A13: The CQI team would be available to provide data as needed. The CQI team will be involved in meetings ongoing and will be involved in developing tools and resources to implement recommendations independently.
Q14: How many regions are there? Can the government provide a map that identifies regions and service areas?
A14: There are essentially six regions at current. A map will be provided to the successful vendor. A listing of CPS offices appears here: <a href="https://dss.sd.gov/childprotection/offices.aspx">https://dss.sd.gov/childprotection/offices.aspx</a> .
Q15: The solicitation indicates on page 8 in Section 3.1.2 that there are three service areas (i.e., metro, rural and reservation). Are there additional service areas not listed?
A15: DSS CPS covers the entire state providing services in the full range of settings. A map of tribal areas can be provided to successful vendors, however, as the range of child welfare services varies based upon the agreements in place with tribal nations. CPS is organized into offices and regions. See prior question.
Q16: The solicitation indicates on page 8 in Section 3.1.2 that there are four caseworker specialties (i.e., Initial Family Assessment workers, Ongoing Workers, Children's Workers, Kinship Workers). Are there additional caseworker specialties not listed?
A16: Yes, while those are the most commonly identified emphasis areas, there are additional focuses of staff which may vary by office or region. Some workers perform the full range of duties, as well.
Q17: What system(s) is (are) used to track cases and the time spent on those cases?
A17: South Dakota utilizes the FACIS system, supported by the South Dakota Bureau of Information and Telecommunications.
Q18: RFP section 7.0 Cost Proposal requires proposers to use Attachment B for submission. <i>In addition to this format, may we submit a different structure (with the same total) for demonstrating what work we will conduct and the associated cost?</i> In short, Attachment B assumes each of the areas of study have their own unique costs, rather than a more efficient approach of describing costs that show how a set of work (e.g. 3.1.3-3.1.5) will be conducted at the same time/for approximately the same effort as individually.
A18: DSS CPS is open to an alternative structure in addition to utilization of the attachment.
Q19: Why is this study on workload capacity happening now? What are some of the challenges or opportunities the State is experiencing that led it to focus on the key areas listed?
A19: The workload capacity study is a component of a broader strategic plan to enhance performance and efficiency of the division. Activities have included the organizational assessment, policy and procedure review and updates, policy trainings, staff trainings, targeted coaching, etc. The timing is now as the state recently completed the federal Child and Family Services Review and is prepared to continue the work towards sustainable program improvement.