



**PROCUREMENT AND SUPPLY  
COMMONWEALTH HEALTHCARE CORPORATION  
REQUEST FOR PROPOSAL (RFP)**



**RFP25-CHCC/PHS-011**

**PROFESSIONAL SERVICES  
WORKFORCE DEVELOPMENT PLAN**

**SUBMISSION DEADLINE: MARCH 21, 2025    TIME: 10:00AM (CHST)**

INTERESTED PARTIES CAN DOWNLOAD THIS REQUEST FOR PROPOSAL FROM THE CHCC WEBSITE [WWW.CHCC.HEALTH]. ONCE AT THE SITE, NAVIGATE TOWARDS THE BOTTOM AND SELECT THE **REQUEST FOR PROPOSALS** TAB. CLICK ON THE URL FOR THIS RFP/ITB.

THE CHCC RESERVES THE RIGHT TO REJECT ANY AND ALL PROPOSAL AND TO WAIVE ANY IMPERFECTIONS IN ANY PROPOSAL, IF TO DO SO SHALL BE IN THE INTEREST OF THE CHCC. ALL PROPOSALS SHALL BECOME THE EXCLUSIVE PROPERTY OF THE COMMONWEALTH HEALTHCARE CORPORATION.

/S/ ESTHER L. MUNA  
CHCC CHIEF EXECUTIVE OFFICER

/S/ CORA P. ADA  
DIRECTOR OF PROCUREMENT & SUPPLY



Commonwealth Healthcare Corporation  
Commonwealth of the Northern Mariana Islands  
1178 Hinemlu' Street, Garapan, Saipan, MP 96950



## **REQUEST FOR PROPOSAL (RFP)**

### **RFP25-CHCC/PHS-011**

#### **PROFESSIONAL SERVICES WORKFORCE DEVELOPMENT PLAN**

#### **I. BACKGROUND INFORMATION**

The Commonwealth of the Northern Mariana Islands (CNMI) Commonwealth Healthcare Corporation (CHCC) Division of Public Health Services (DPHS) is seeking professional services to develop a comprehensive Workforce Development Plan (WDP) to strengthen the capacity and effectiveness of the public health workforce. The objective of the WDP is to assess the current state of the workforce, identify gaps and areas of improvement, and provide actionable strategies to ensure the workforce is equipped to meet the public health needs of CNMI. Services must be performed on-island or can be provided through a combination of on-island and remote (hybrid).

#### **OBJECTIVES:**

The primary objective of this project is to create a detailed Workforce Development Plan that:

- Identifies the skills and competencies needed for the current and future public health workforce in CNMI.
- Assesses the strengths and weaknesses of the existing workforce.
- Provides recommendations for workforce recruitment, training, retention, and professional development.
- Establishes a sustainable strategy to build a diverse, skilled, and resilient workforce that can meet evolving public health challenges.
- Aligns workforce planning with the CNMI's public health priorities and national public health standards.

#### **II. NATURE OF WORK**

During the agreement period, the prospective contractor is expected to work with CHCC Public Health staff. The prospective contractor is expected to deliver the goods/services in an efficient, trustworthy, and professional manner. The prospective contractor must have experience to qualify for the award of the contract and must be able to show proof that it has the credentials the scope of work required as specified in Section VI of this RFP.

### **III. LOCATION OF WORK**

**Commonwealth Healthcare Corporation  
1178 Hinemlu St Garapan Saipan**

### **IV. DETAILED SCOPE OF WORK**

The selected contractor will be responsible for the following tasks:

#### **Task 1: Initial Assessment and Data Collection**

- **1.1 Establish a Workforce Development Committee**

Work with the CHCC DPHS leadership to establish or strengthen an existing Workforce Development Committee comprised of CHCC team members to guide the development of the WFD plan, including implementation and sustainability strategies. Committee development will include a completed committee charter to outline duties, responsibilities and key action steps. The contractor will also implement recurring committee meetings, establishing a committee framework, including standard agenda items, meeting schedule, committee goals, objectives, etc.

- **1.2 Stakeholder Engagement**

Conduct interviews, surveys, and focus groups with key stakeholders within the Division of Public Health Services, other departments within the CHCC, external governmental and non-governmental partnering agencies, healthcare providers, and the community to gather input on workforce needs.

- **1.3 Workforce Assessment**

Review existing workforce data (e.g., demographics, qualifications, current workforce roles, training history) to assess the current capacity of the DPHS.

- **1.4 Benchmarking and Best Practices**

Conduct a benchmarking exercise to evaluate best practices in workforce development from similar jurisdictions or agencies.

#### **Task 2: Analysis of Workforce Needs**

- **2.1 Gap Analysis**

Identify gaps in the workforce based on the skills required for public health priorities, including emerging issues such as infectious disease control, environmental health, and health disparities.

- **2.2 Competency Mapping**

Map the competencies required for key positions within the DPHS. Identify the current proficiency levels and areas where improvement is needed.

- **2.3 Future Workforce Needs**

Project the future workforce needs based on trends in public health priorities, population demographics, and emerging health threats.

### **Task 3: Development of the Workforce Development Plan**

- **3.1 Recruitment Strategies**

Develop strategies for recruiting a diverse and qualified public health workforce to meet the growing demands. This should include outreach to underrepresented groups and potential partnerships with educational institutions.

- **3.2 Retention and Engagement**

Develop strategies to retain skilled workers and enhance job satisfaction. This may include career advancement opportunities, mentorship programs, and work-life balance initiatives.

- **3.3 Professional Development**

Identify training and development needs based on the competency gaps identified in the gap analysis. Recommend strategies for on-the-job training, continuing education, and certification programs.

- **3.4 Succession Planning**

Develop a succession plan for key positions within the DPHS to ensure continuity and minimize the risk of talent loss due to retirements or other transitions.

- **3.5 Workforce Evaluation and Feedback Mechanism**

Establish mechanisms for ongoing evaluation of workforce effectiveness, including performance assessments, satisfaction surveys, and regular feedback loops.

### **Task 4: Implementation and Sustainability**

- **4.1 Action Plan**

Develop a clear, actionable plan for the implementation of the workforce development strategies. The plan should include timelines, milestones, responsible parties, and necessary resources.

- **4.2 Sustainability Strategy**

Propose strategies for sustaining workforce development efforts beyond the initial implementation phase. This should include funding options, collaboration with external partners, and institutionalization of training programs.

- **4.3 Monitoring and Evaluation**

Propose a system for monitoring the effectiveness of the workforce development plan and making adjustments as needed based on emerging needs or unforeseen challenges.

### **Deliverables**

The selected contractor will deliver the following:

1. **Inception Report** – Overview of the project approach, timeline, and stakeholder engagement strategy.

2. **Workforce Assessment Report** – Comprehensive report based on data collected during the initial assessment phase, including workforce demographics, skills inventory, and current workforce analysis.
3. **Gap Analysis and Competency Mapping** – A detailed analysis of gaps and required competencies for the workforce.
4. **Draft Workforce Development Plan** – A draft plan including all recommended strategies and actions.
5. **Final Workforce Development Plan** – A revised, finalized version of the Workforce Development Plan, incorporating feedback from stakeholders and the Division of Public Health Services.
6. **Action Plan** – A detailed action plan with timelines, resources, and responsible parties for the implementation of the workforce development strategies.
7. **Sustainability and Monitoring Plan** – A strategy for sustaining the workforce development efforts and a framework for ongoing monitoring and evaluation.

### **Timeline**

The expected timeline for this project is approximately **6 to 9 months**, starting from the contract award date. Key milestones include:

- **Project Kickoff and Initial Assessment:** Month 1
- **Data Collection and Stakeholder Engagement:** Month 1-2
- **Workforce Assessment and Gap Analysis:** Month 3-4
- **Draft Workforce Development Plan:** Month 5
- **Stakeholder Feedback and Final Plan:** Month 6-7
- **Action Plan and Final Deliverables:** Month 8-9

### **V. INFORMATION AND FORMAT REQUIRED IN THE PROPOSAL**

All proposals must be submitted to Procurement & Supply Office and must include all items listed below. Incomplete proposals may not be considered.

1. Cover Letter detailing the applicant's interest in the project and relevant experience. Brief history and description of the company (including the date the company was founded and date of operation)
2. Statement of company's capabilities and experience
3. Overall approach to the project, outlining methodology and team qualifications.
4. Proposed fee for the scope of work (refer to Section IV), preferably a breakdown costs.
5. List of a minimum of three (3) references (arrange references from most recent projects)
6. The name of the authorized personnel to negotiate the proposal and contract (should also be the contact personnel).
7. Copy of current business license valid in the CNMI, 50 United States, or other US territories and W-9

8. Timeline outlining the milestones and delivery dates for the project.
9. Other information that may be helpful to the evaluation team

CHCC reserves the right to request for additional information or documents that it may consider necessary and relevant to aide in evaluating a proposal.

## **VI. GENERAL AND ADMINISTRATIVE INFORMATION**

### **a. Budget Planning Guide**

Approved travel expenses will be reimbursed at the local CNMI government rates:

- \$175.00 per diem inclusive of taxes, accommodations, and meals
- \$70.00 a day for car rental
- \$3,000.00 flight cost ceiling to and from the CNMI
- \$90.00 flight cost ceiling between Saipan and Tinian

### **b. Posting of Proposal**

Interested parties can download this *Request For Proposal (RFP)* from the CHCC website [[www.chcc.health](http://www.chcc.health)]. Once at the site, navigate on **Request For Proposals (RFPs)** tab on the bottom navigation bar/ Click on the URL for this RFP (RFP25-CHCC/PHS-011). You will be required to enter data to allow us to track all requests for this opportunity.

### **c. General Provision**

Until the selection process is completed, the content of this proposal will be held in strictest confidence and no details of any proposal will be discussed outside the Evaluation Team created by the Corporation. This RFP does not constitute an offer and does not obligate the Corporation in any way. The Corporation reserves the right to reject any or all proposals for any reason and waive any defect in said proposals, negotiate with any qualified offers, or cancel in part or its entirety of this RFP, if it is in the best interest of the Corporation.

CHCC will enter a contract(s) with the successful service vendor(s) pursuant to the terms of the standard government independent contract. Additional terms and conditions will be attached as exhibits to the standard independent contract.

### **d. Place, Date, and Time of Submission**

Please email your proposals and all supporting documents to Corazon P. Ada, Director, CHCC Division of Procurement and Supply, at [procurement@chcc.health](mailto:procurement@chcc.health), no later than **10:00AM March 21, 2025 Chamorro Standard Time (CHST)**.

Proposers may opt to submit (3) hard copies in addition to the original proposal (4 in total) to the CHCC Division of Procurement and Supply, Main Office Garapan Saipan.

**Please note submission instructions:**

- All submissions must include the RFP/ITB # and Project Title in the email subject.
- All documents must be submitted in Adobe PDF Format.
- All pages of your proposal must include the RFP/ITB # and Project Title in the header, plus page number in the footer.

Failure to follow these instructions will be considered unresponsive and your proposal will not be included for technical evaluation.

**e. Cost of Preparation**

All costs incurred by the vendor in preparing a response to this RFP and subsequent inquiries shall be borne by the vendor. All proposals and accompanying documentation will become property of CHCC and will not be returned. The Commonwealth Healthcare Corporation reserves the right to reject any or all bids for any reason and to waive any defects said in bid, if in its sole opinion, to do so would be in the best interest of CHCC.

**f. Questions, clarifications, or inquiries**

All questions or requests for clarification must be made in writing through email until close of business **March 17, 2025**. No oral comment, response, answer, or direction from other CHCC Personnel is binding unless also furnished in writing to all prospective bidders by the CHCC's Procurement Director in the form of an amendment to the RFP.

Email all inquiries to:

- Cora P. Ada  
Director, Procurement & Supply  
Email: [cora.ada@chcc.health](mailto:cora.ada@chcc.health)  
Tel No. 670-234-8950 ext 3561

Or

- Heather Pangelinan  
Director of Public Health Services  
Email: [heather.pangelinan@chcc.health](mailto:heather.pangelinan@chcc.health)  
Tel No. (670) 236-8703



## **VII. EVALUATION CRITERIA**

Proposals shall be evaluated and selection made based on evaluation factors set forth below:

### **a. Technical Criteria**

Award will be made to the proposer whose proposal is most advantageous to the Corporation considering the evaluation factors set forth below.

1. **20% Experience** - demonstrated experience in Public Health workforce development or related fields.
2. **20% Methodology** – a clear detailed approach to carrying out the tasks outlined in the scope of work.
3. **20% Team Qualifications** – expertise and qualifications of the proposed team members.
4. **20% References** – positive references or case studies from previous workforce development and projects.
5. **20% Cost** – reasonableness of the proposed fees in relation to the scope and deliverables.


### **b. Cost Criteria**

Price is also a factor for consideration and price will be evaluated in comparison with the overall merit of the proposals. Technical merit is more important than price and the Corporation reserves the right to award the contract other than the lowest priced proposal. As proposals become more equal in technical merit, the importance of price will increase.



### **VIII. SELECTION PROCESS**

Proposals submitted will be evaluated and selection will be made based on the evaluation criteria mentioned in Section VII. Upon selection, the successful Contractor will be advised to negotiate their fees with CHCC. Should the negotiation fail to result in an agreement, CHCC reserves the right to cancel the negotiation and select the next Proposer, which in CHCC's opinion, is the most qualified proposer and based upon the Evaluation Results. If the negotiation is not agreed to with any of the responsible Proposers, the RFP will be cancelled and re-advertised pursuant to §140-80.1-210 Competitive Sealed Proposals.

Approved By:  Date: 02/18/25  
Esther L. Muna, PhD, FACHE, MHA  
Chief Executive Officer

Approved By:  Date: 2/18/25  
Cora Ada  
Director of Procurement & Supply