

STATE OF CONNECTICUT DEPARTMENT OF SOCIAL SERVICES



Demonstration Proposal Consultant Services Request for Qualifications

The Department of Social Services has issued this Request for Qualifications to procure consulting services to work with the Department to develop and submit to the Centers for Medicare and Medicaid Services (CMS) a Demonstration Proposal of Connecticut's Approach to Integrate Care of Dual Eligible (Medicare and Medicaid approved) Individuals.

The Demonstration Proposal shall describe how the State would structure, implement, and evaluate an integrated delivery system and payment model aimed at improving the quality, coordination, and cost-effectiveness of care for Dual Eligible Individuals.

The Respondent shall have a minimum of three (3) years experience and capabilities in each of the following criteria:

- Effective coordination of State contractual activities;
- Significant understanding of Medicare and Medicaid services; and
- Knowledge of the integrated framework anticipated under this project. This includes project design, management support to integrate the required contractual service providers, serve as the project liaison for the State oversight of the project and to develop the final demonstration application.

Respondents shall present their qualifications to provide the stated consulting services.

The Department of Social Services will enter into a single contract to obtain the consulting services as presented in the Request for Qualifications. The maximum value of the contract shall not exceed \$175,000.00.

Interested respondents may submit a Letter of Intent to the Department by **3:00 PM Local Time on June 20, 2011**.

To be considered, responses must be received at the Department no later than **3:00 PM Local Time on June 27, 2011**.

Responses received after the stated due date and time may be accepted by the Department as a clerical function but will not be evaluated. Responses that are not evaluated shall be retained for thirty (30) days after the resultant contract is executed, after which the responses will be destroyed or retained for pick-up by the respondent.

All responses must be in sealed cartons or envelopes clearly identified as:

Demonstration Proposal Consultant Services

Request for Qualifications

DPCS RFQ

STATE OF CONNECTICUT DEPARTMENT OF SOCIAL SERVICES



The Request for Qualifications is available in electronic format on the State Contracting Portal at <http://das.ct.gov/Director.aspx?Page=12> or from the Department's Official Contact:

Name: Marcia McDonough
Address: 25 Sigourney Street Hartford CT 06106-5033
Phone: 860.424.5214
Fax: 860.424.5800
E-Mail: Marcia.McDonough@ct.gov

The RFQ is also available on the Department's website at <http://www.ct.gov/dss/cwp/view.asp?a=2345&q=304920&dssNav=>

A printed copy of the RFQ can be obtained from the Official Contact upon request.

The Department of Social Services is an Equal Opportunity/Affirmative Action Waiver Participant. Persons who are deaf or hard of hearing may use a TDD by calling 1-800-842-4524. Questions or requests for information in alternative formats must be directed to the Contract Administration Office at 860-424-5214. The Department of Social Services reserves the right to reject any and all qualifications or cancel this procurement at any time if it is deemed in the best interest of the State.

Preface to the Request for Qualifications

This RFQ presents an exceptional opportunity for an individual consultant or consulting organization with experience in effectively coordinating State contractual activities, a significant understanding of Medicare and Medicaid services and the integrated care framework anticipated under this project. Respondents must have experience in project design and management.

The Department will not review submissions received from organizations/individuals that have no demonstrated experience in project design and management.

The RFQ is divided into the following major sections:

- Section I. **Background Information & Project Objectives** contains the following information:
- A. Overview of the Department of Social Services
 - B. Project Background Information
 - C. Current Connecticut Medicare and Medicaid Dual Eligible Environment
 - D. Connecticut’s Proposed Approach to Integrating Care
- Section II. **Overview of the Procurement Process** provides the sequence and steps in the State’s procurement process.
- Section III. **Response Format Requirements** and Instructions provide instructions on how to submit a Response.
- Section IV. **Response Contents** defines the scope of the responses. Respondents must produce their responses with specified components described below:
- A. Component One of the Response shall contain the requirements for transmittal statements and acceptances.
 - B. Component Two of the Response must contain organizational information as it relates to the Respondent’s ability to perform the activities as presented in the RFQ. It must describe the background and experience of the Respondent and include details regarding its experience relevant to the functions to be performed under this contract or recent contracts for similar services. Respondent must tell the Department about itself and how it could “fit” as a partner.
 - C. Component Three of the Response is the Business Section that must contain all information related to the proposed costs.
- Section V. **Evaluation** describes the process the State will use to conduct fair evaluations of the each submission.

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SECTION I. BACKGROUND INFORMATION AND PROJECT OBJECTIVES

A. OVERVIEW DEPARTMENT

The Department of Social Services (DSS/Department) provides a broad range of services to elderly persons, disabled persons, families and individuals who need assistance in maintaining or achieving their full potential for self-direction, self-reliance and independent living. It administers more than 90 legislatively authorized programs and approximately one-third of the State budget. By statute, it is the State Agency responsible for administering human service programs sponsored by federal legislation including Medicaid, the Rehabilitation Act, the Food Stamp Act, the Older Americans Act and the Social Security Act. The Department is also designated as a public housing agency for the purpose of administering the Section 8 program under the Federal Housing Act.

The Department is headed by the Commissioner of Social Services, and there is a Deputy Commissioner for Programs. There is a Regional Administrator responsible for each of the three service regions. By statute, there is a statewide advisory council to the Commissioner, and each region must have a regional advisory council.

The agency administers most of its programs through 12 offices located throughout the state. Within the Department, the Bureau of Rehabilitation Services provides vocational rehabilitation services for eligible individuals with physical and mental disabilities throughout the state. For the other programs, services are available through offices located in the three regions, with central office support located in Hartford. In addition, many services funded by the agency are available through community-based agencies. The agency has out-stationed employees at participating hospitals and nursing facilities to expedite Medicaid applications and funds Healthy Start sites that can accept applications for Medicaid for pregnant women and young children.

There are three entities attached to the Department for administrative purposes only. They are the Commission on Deaf and Hearing Impaired, the Board of Education Services for the Blind, and the Child Day Care Council.

Department Mission

The Connecticut Department of Social Services provides a continuum of core services to:

- Meet basic needs of food, shelter, economic support, and health care
- Promote and support the choice to live with dignity in one's own home and community
- Promote and support the achievement of economic viability in the workforce

We gain strength from our diverse environment to promote equal access to all Department programs and services.

Department Vision

The Connecticut Department of Social Services is people working together to support individuals and families to reach their full potential and live better lives. We do this with humanity and integrity.

B. PROJECT BACKGROUND

Created by the Affordable Care Act, the Center for Medicare and Medicaid Innovation (Innovation Center) aims to explore innovations in health care delivery and payment that will enhance the quality of care for Medicare and Medicaid beneficiaries, improve the health of the population, and lower costs through improvement. There is perhaps no better opportunity to test innovative service delivery and payment models than for individuals who are eligible for both Medicare and Medicaid (the “dual eligibles”). Dual eligibles account for 16 to 18 percent of enrollees in Medicare and Medicaid, but roughly 25 to 45 percent of spending in these programs respectively. With the vast majority of these nine million individuals still receiving care through fragmented care at an estimated cost of over \$300 billion in state and federal spending, improving care for this population is ripe for innovation.

The Innovation Center is fostering interaction with a diverse group of stakeholders, including hospitals, doctors, consumers, payers, states, employers, advocates, relevant federal agencies and others to obtain direct input and build partnerships for its upcoming work. Given the partnership that exists between federal and state governments with respect to dual eligible individuals, the Centers for Medicare and Medicaid Services (CMS), through the Innovation Center, will provide funding for states to support the design of innovative service delivery and payment models that integrate care for this population. CMS is interested in identifying, supporting, and evaluating person-centered models that integrate the full range of acute, behavioral health, and long-term supports and services for dual eligible individuals.

The Department of Social Services applied for and was awarded a \$1,000,000.00 grant through CMS to participate in the State Demonstration to Integrate Care for Dual Eligible Individuals. The terms of the award require the Department to further develop the approach proposed by the Department’s in its application through the conduct of in-depth analyses and partnerships with stakeholders and the submission of a detailed demonstration proposal.

The Department, through its contract with Mercer Health and Benefits, LLC will facilitate the various data analyses required including analyses necessary to support completion of the demonstration application. These analyses include but are not limited to linkage of the distinct Medicaid and Medicare data sets into an integrated data set to facilitate the various analyses required. Data will need to be extracted from the Connecticut Medicaid Management Information System (interChange) and linked to the federal Medicare data set. Assessment of existing data availability, cross-program data definition (Medicare/Medicaid) and specific extract requirements will be necessary. The development of an integrated database of all relevant Medicare and Medicaid data will be the anticipated deliverable. Analyses also include data validation and actuarial analyses. Due to the complexities associated with merging datasets, data validation activities will be provided by the contractor responsible for the dataset development described above. Additional activities will include various data analyses, initial risk adjustment reviews, and budget and savings projections related to the prospective implementation of this effort.

The Department will also procure a contractor to develop performance measures to evaluate demonstration model performance and programmatic design. This work will leverage the data integration work described above and informed by stakeholder consensus, data availability,

consistency and comparability, as well as by population size and final program design. This scope of work would include stakeholder meetings, identification of different domains for performance measurement, specific measures within the domains, development of technical specifications for each measure and establishment of a “baseline”. The baseline results will be critical in evaluating quality and cost outcomes after program implementation and will serve as the basis for continual improvements in quality, access and efficiency.

The Contractor selected through this procurement will provide project design and management support to the Department and will develop the final demonstration proposal that will describe how the State would structure, implement, and evaluate an intervention aimed at improving the quality, coordination, and cost-effectiveness of care for dual eligible individuals. The Contractor will be expected to facilitate the procurement of the performance measurement contractor and oversee that Contractor’s performance. The Contractor will be expected to coordinate closely with Mercer and the performance measurement contractor to complete the demonstration application.

C. CURRENT MEDICARE AND MEDICAID DUAL ELIGIBLE ENVIRONMENT

In 2007, dual eligible individuals represented 19% of Connecticut’s Medicaid beneficiaries (compared to 15% in the US) and 19% of its Medicare population (21% in the US). However, they accounted for 58% of Connecticut’s Medicaid expenditures, fully 50% higher than the national rate of 39% in the US and about 25% of Medicare’s expenditures. Approximately 60% are over 65, and 40% are disabled or chronically ill. Medicaid spending per dual eligible in Connecticut is nearly twice the national average (\$27,619 compared to \$15,900 nationally, and Medicaid spending per disabled dual eligible was \$25,902 compared to \$14,755 nationally).

As is the case nationally, Medicare and Medicaid services provided to Connecticut’s approximately 100,000 dual eligibles (full and partial benefit dual eligibles) are highly fragmented, duplicative or unnecessary and often delivered in inappropriate settings. Most dual eligibles in Connecticut are enrolled in uncoordinated fee-for-service (FFS) for both Medicaid and Medicare benefits. Coordination of medical care, behavioral health care, long-term care and social supports is critical and lacking. Providers often do not have complete information on an individual, leading to service gaps and duplication in treatment and confusion on the part of dually eligible individuals, their families and caregivers.

D. CONNECTICUT’S APPROACH TO INTEGRATING CARE

To begin addressing these challenges, Connecticut has in recent years undertaken a number of initiatives with advocates, providers, state agency partners, researchers, consultants and stakeholders. Although important steps, these isolated initiatives cannot overcome the fragmentation inherent in the way that services are organized and delivered. No system of providers in any part of the State can measure the value that they provide to dual eligible beneficiaries. Connecticut’s goal is to create innovative local systems of care and support that are rewarded for providing better value over time. *Care for dual eligibles is part of a national problem; Connecticut intends to be part of a local and national solution.*

Connecticut's demonstration proposal will establish local Integrated Care Organizations ("ICOs") to create a single point of accountability for the delivery, coordination and management of primary, preventive, acute and behavioral health, integrated with long-term supports and services and medication management for dual eligibles. The ICO model features partnerships among multiple provider types and is facilitated by health information technology and electronic data gathering. This new integrated care program will offer dual eligibles a health home where they may access a seamless continuum of enhanced medical, pharmacy, behavioral and long-term services and supports under one program. In addition, because Connecticut's primary care system is predominantly comprised of small group practices, this application will demonstrate how these practices can affiliate with larger, fully-resourced primary care centers to enhance primary care while maintaining maximum freedom of choice for dual eligibles, a model that can be applied to other states with similar systems.

Most importantly, the State will align financial incentives to promote value – the enhancement of quality of care, the care experience and health outcomes at lower overall cost to the Medicare and Medicaid programs. Quality and outcome measures will focus both on medical service outcomes, as well as the effectiveness of home- and community-based services (HCBS) and supports, emphasizing individual satisfaction with the person-centered and disability competent care process. The State will establish risk-adjusted global budgets for the purpose of assessing the ICO's effectiveness in managing overall cost, while retaining existing Medicare and Medicaid benefits and FFS reimbursement.

SECTION II. OVERVIEW OF THE PROCUREMENT PROCESS

A. ISSUING OFFICE AND CONTRACT ADMINISTRATION

The Department is issuing this Request for Qualifications (RFQ), through the DSS Office of Contract Administration on behalf of the Department. This office is the only contact in the State of Connecticut (State) for this competitive bidding process. The address of the issuing office is as follows:

Marcia McDonough
Contract Administration
Department of Social Services
25 Sigourney Street Hartford, CT 06106
Phone: (860) 424-5214 - Fax: (860) 424-5800
Email: marcia.mcdonough@ct.gov

B. PROCUREMENT SCHEDULE

Milestones	Ending Dates
RFQ Released	June 8, 2011
Deadline for Letter of Intent 3:00 PM Local Time	June 20, 2011
Deadline for Written Questions 3:00 PM Local Time	June 20, 2011
Responses to Questions (tentative)	June 22, 2011
Qualifications Due by 3:00 PM Local Time	June 27, 2011
Successful Respondent Announced	June 30, 2011
Contract Negotiations Begin	June 30, 2011
Contract Work Begins	July 8, 2011

C. RESPONDENTS' QUESTIONS

The Department encourages Respondents to submit questions seeking clarification of the RFQ requirements. The following template, embedded as a hyperlink, "[Question Format](#)" must be utilized for the submission of questions. If the Proposer has more than 10 questions, it must utilize a new excel spreadsheet. The questions must be submitted on the excel spreadsheet via email and may not be in pdf but rather attached as an xls. The Department will officially respond to all questions in an official addendum that will be posted to the Department's website and the Department of Administration (DAS) website.

The Department will accept questions submitted to the Issuing Office by 3:00 PM Local Time on June 20, 2011. Questions must be submitted to the Issuing Office by e-mail (marcia.mcdonough@ct.gov).

The Department will not respond to questions that do not meet the deadlines and criteria listed above. The responses to questions will be presented in an addendum to this RFQ and posted by the Department to the Department's website and the Department of Administration (DAS) website.

D. LETTER OF INTENT

Interested Respondents may submit a Letter of Intent to the Issuing Office to advise the Department of their intention to present a response to this RFQ. Letters of intent should be directed to the Issuing Office by 3:00 PM on June 20, 2011. Letters of intent may be sent via mail, e-mail or fax. Submission of a letter of intent is not required in order to submit a Qualification.

E. EVALUATION AND SELECTION

It is the intent of the Department to conduct a comprehensive, fair and impartial evaluation of the Responses received in response to this competitive procurement. Only those submissions found to be responsive to the RFQ requirements will be evaluated and scored. A responsive submission must comply with all instructions listed in this RFQ, including the general consideration requirements.

F. CONTRACT EXECUTION

The contract developed as a result of this RFQ is subject to State contracting procedures for executing a contract which include approval by the Connecticut Office of the Attorney General. Contracts become executed upon the signature of the Office of the Attorney General and no financial commitments can be made until and unless the contracts have been approved by the Office of the Attorney General. The Office of the Attorney General reviews the contract only after the Commissioners and the Contractor have agreed to the provisions.

G. ACCEPTANCE OF CONTENT

If acquisition action ensues, the contents of this RFQ and the Response of the successful Respondent will form the basis of contractual obligations in the final contract.

The resulting contract will be a Personal Service Agreement (PSA) contract between the successful Respondent and the Department. The Respondent's submission must include a Statement of Acceptance, embedded as a hyperlink, [Procurement Agreement Signatory Acceptance](#) (Appendix B), without qualification of all terms and conditions within this RFQ and the Mandatory Terms and Conditions, embedded as a hyperlink, [mandatory terms and conditions](#) (Appendix A), for a PSA contract.. The Respondent may, however, suggest alternative language to the Mandatory Terms and Conditions. The Department may, after consultation with the Office of the Attorney General and the Office of Policy and Management, agree to incorporate the alternate language in any resultant contract; however the Departments' decision is final.

Any Response that fails to comply in any way with this requirement may be disqualified as non-responsive. The Department is solely responsible for rendering decisions in matters of interpretation on all terms and conditions.

H. DEBRIEFING.

The Department will notify all Respondents of any award issued as a result of this RFQ. Unsuccessful Respondents may, within thirty (30) days of the signing of the resultant contract(s), request a Debriefing of the procurement process and its submission by contacting the Official Contact in writing at the address previously given. A Debriefing may include a request for and distribution of instructions to the evaluators, a copy of the evaluation tool, and a copy of the Respondent's scores including any notes pertaining to the Respondent's submission. Debriefing information that has been properly requested shall be released within five (5) business days of the Department's receipt of the request.

Respondents may request a Debriefing meeting to discuss the procurement process by contacting the Official Contact in writing at the address previously given. Debriefing meetings that have been properly requested shall be scheduled within fifteen (15) days of the Department's receipt of a request.

A Debriefing will not include any comparisons of unsuccessful Qualifications with other Qualifications.

I. APPEAL PROCESS

The Respondent may appeal any aspect of the competitive procurement; however, such appeal must be in writing and must set forth facts or evidence in sufficient and convincing detail for the Department to determine whether during any aspect of the competitive procurement there was a failure to comply with the State's statutes, regulations, or standards concerning competitive procurement or the provisions of the Procurement Document. Appeals must be submitted by the Respondent to the Agency Head, with a copy to the Contract Administrator.

Respondents may submit an Appeal to the Department any time after the submission due date, but not later than thirty (30) days after the Department notifies Respondents about the outcome of a competitive procurement. The e-mail sent date or the postmark date on the notification envelope will be considered "day one" of the thirty (30) days.

Following the review process of the documentation submitted, but not later than thirty (30) days after receipt of any such Appeal, a written decision will be issued and delivered to the Respondent who filed the Appeal and any other interested party. The decision will summarize the Department's process for the procurement in question; and indicate the Agency Head's finding(s) as to the merits of the Respondent's Appeal.

Any additional information regarding the Debriefing and/or the Appeal processes may be requested from the Official Contact for this RFQ.

J. CONTEST OF SOLICITATION OR AWARD

Pursuant to Section 4e-36 of the Connecticut General Statutes, “Any Respondent or RESPONDENT on a state contract may contest the solicitation or award of a contract to a subcommittee of the State Contracting Standards Board...” Refer to the State Contracting Standards Board website at www.ct.gov/scsb.

K. CONTRACT EXECUTION

Any contract developed and executed as a result of this RFQ is subject to the Department’s contracting procedures, which may include approval by the Office of the Attorney General.

L. DISPOSITION OF RESPONSES- RIGHTS RESERVED

Upon determination that its best interests would be served, the Department shall have the right to the following:

1. **Cancellation:** Cancel this procurement at any time prior to contract award.
2. **Amend procurement:** Amend this procurement at any time prior to contract award.
3. **Refuse to accept:** Refuse to accept, or return accepted Responses that do not comply with procurement requirements.
4. **Incomplete Business Section:** Reject any Response in which the Business Section is incomplete or in which there are significant inconsistencies or inaccuracies. The State reserves the right to reject all Responses.
5. **Prior contract default:** Reject the submission of any Respondent in default of any prior contract or for misrepresentation of material presented.
6. **Received after due date:** Reject any Response that is received after the deadline.
7. **Written clarification:** Require Respondents, at their own expense, to submit written clarification of their Response in a manner or format that the Department may require.
8. **Oral clarification:** Require Respondents, at their own expense, to make oral presentations at a time selected and in a place provided by the Department. Invite Respondents, but not necessarily all, to make an oral presentation to assist the Department in their determination of award. The Department further reserves the right to limit the number of Respondents invited to make such a presentation. The oral presentation shall only be permitted for clarification purposes and not to allow changes to be made to the submission.
9. **No changes:** Allow no additions or changes to the original Response after the due date specified herein, except as may be authorized by the Department.
10. **Property of the State:** Own all Responses submitted in response to this procurement upon receipt by the Department.
11. **Separate service negotiation:** Negotiate separately any service in any manner necessary to serve the best interest of the State.

12. **All or any portion:** Contract for all or any portion of the scope of work or tasks contained within this RFQ.
13. **Most advantageous Response:** Consider cost and all factors in determining the most advantageous Response for the Department when awarding the right to negotiate a contract.
14. **Technical defects:** Waive technical defects, irregularities and omissions, if in its judgment the best interests of the Department will be served.
15. **Privileged and confidential communication:** Share the contents of any Response with any of its designees for purposes of evaluating the Response to make an award. The contents of all meetings, including the first, second and any subsequent meetings and all communications in the course of negotiating and arriving at the terms of the Contract shall be privileged and confidential.
16. **Best and Final Offers:** Seek Best and Final Offers (BFO) on price from Respondents upon review of the scored criteria. In addition, the Department reserves the right to set parameters on any BFOs it receives.
17. **Unacceptable Responses:** Reopen the bidding process if the Department determines that all Responses are unacceptable.

M. QUALIFICATION PREPARATION EXPENSES

The Department assumes no liability for payment of expenses incurred by Respondents in preparing and submitting Responses in response to this procurement.

N. RESPONSE DATE AND TIME

To be considered for selection a Response must be received by the Issuing Office by the date time stated in the Procurement Schedule in Section II-B of this RFQ. The Department will not consider a postmark date as the basis for meeting any submission deadline. Respondents should not interpret or otherwise construe receipt of a Response after the closing date and time as acceptance of the Response, since the actual receipt of the document is a clerical function. The Department suggests the Respondent use Certified or Registered mail to deliver the Response when the Respondent is not able to deliver the Response by courier or in person. Respondents must address all RFQ communications to DSS.

O. ASSURANCES AND ACCEPTANCES

1. **Independent Price Determination:** By submission of a Response and through assurances given in its Transmittal Letter, the Respondent certifies that in connection with this procurement the following requirements have been met.
 - a. **Costs:** The costs proposed have been arrived at independently, without consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such process with any other organization or with any competitor;
 - b. **Disclosure:** Unless otherwise required by law, the costs quoted have not been knowingly disclosed by the Respondent on a prior basis directly or indirectly to any other organization or to any competitor;

- c. **Competition:** No attempt has been made or will be made by the Respondent to induce any other person or firm to submit or not to submit a Response for the purpose of restricting competition;
 - d. **Prior Knowledge:** The Respondent had no prior knowledge of the RFQ contents prior to actual receipt of the RFQ and had no part in the RFQ development; and
 - e. **Offer of Gratuities:** The Respondent certifies that no elected or appointed official or employee of the State of Connecticut has or will benefit financially or materially from this procurement. Any contract arising from this procurement may be terminated by the State if it is determined that gratuities of any kind were either offered to or received by any of the aforementioned officials or employees from the contractor, the contractor's agent or the contractor's employee(s).
2. **Valid and Binding Offer:** Each Response represents a valid and binding offer to the Department to provide services in accordance with the terms and provisions described in this RFQ and any amendments or attachments hereto.
 3. **Press Releases:** The Respondent agrees to obtain prior written consent and approval from the Department for press releases that relate in any manner to this RFQ or any resulting contract.
 4. **Restrictions on Communications with DSS Staff:** The Respondent agrees that from the date of release of this RFQ until the Department makes an award that it shall not communicate with Department staff on matters relating to this RFQ except as provided herein through the Issuing Office. Any other communication concerning this RFQ with any of the Departments' staff may, at the discretion of the Department, result in the disqualification of that Respondent's Submission.
 5. **Acceptance of the Department's Rights Reserved:** The Respondent accepts the rights reserved by the Department.
 6. **Experience:** The Respondent has sufficient project design and management experience to perform the tasks identified in this RFQ. The Respondent also acknowledges and allows the Department to examine the Respondent's claim with regard to experience by allowing the Department to review the related contracts or to interview contracting entities for the related contracts.

P. INCURRING COSTS

The Departments are not liable for any cost incurred by the Respondent prior to the effective date of a contract.

Q. FREEDOM OF INFORMATION, C.G.S. § 1-210(b).

The Freedom of Information Act (FOIA) generally requires the disclosure of documents in the possession of the State upon request of any citizen, unless the content of the document falls within certain categories of exemption, as defined by C.G.S. § 1-210(b). Respondents are generally advised not to include in their submissions any confidential information. If the Respondent indicates that certain documentation, as required by this RFQ, is submitted in confidence, the State will endeavor to keep said information confidential to the extent permitted by law. The State has no obligation to initiate, prosecute, or defend any legal

proceeding or to seek a protective order or other similar relief to prevent disclosure of any information pursuant to a FOIA request. The Respondent has the burden of establishing the availability of any FOIA exemption in any proceeding where it is an issue. While a Respondent may claim an exemption to the State's FOIA, the final administrative authority to release or exempt any or all material so identified rests with the State. In no event shall the State or any of its employees have any liability for disclosure of documents or information in the possession of the State and which the State or its employees believe(s) to be required pursuant to the FOIA or other requirements of law.

R. AFFIRMATIVE ACTION

Regulations of Connecticut State Agencies Section 46a-68j-3(10) requires agencies to consider the following factors when awarding a contract that is subject to contract compliance requirements: the applicant's success in implementing an affirmative action plan; the applicant's success in developing an apprenticeship program complying with Section 46a-68-1 to 46a-68-17 of the Connecticut General Statutes, inclusive; the applicant's promise to develop and implement a successful affirmative action plan; the applicant's submission of EEO-1 data indicating that the composition of its work force is at or near parity when compared to the racial and sexual composition of the work force in the relevant labor market area; and the applicant's promise to set aside a portion of the contract for legitimate small contractors and minority business enterprises. (See CGS 4a-60).

SECTION III. RESPONSE FORMAT REQUIREMENTS

A. GENERAL FORMAT REQUIREMENTS

Responses must follow the requirements of this RFQ including the requirements of form and format that have been established in order to facilitate the Department's evaluation process. Format requirements are listed in this section below and the content requirements are listed in Section IV of this RFQ. Responses are required for each content requirement that begins with "The Respondent shall" and those responses must reference the RFQ request citation.

1. **RFQ Section IV – RESPONSE Component One** must contain the transmittal requirements.

RFQ Section IV – RESPONSE Component Two must contain organizational information as it relates to the Respondent's ability to perform the activities as presented in the RFQ. It must describe the background and experience of the Respondent and include details regarding its experience relevant to the functions to be performed under this contract or recent contracts for similar services.

2. **RFQ Section IV – RESPONSE Component Three** must contain the Respondent's billing rates.
4. Where a response to a specific requirement reflects the response to another requirement, the Respondent may cite the response instead of reproducing it.
5. Respondents that propose the use of subcontractors must present the same information about the proposed subcontractors as requested for the Respondents.

B. DELIVERY CONDITION – COPIES NECESSARY

The original (clearly marked), three (3) identical, legible copies of the Response, and two (2) conforming electronic copies (Compact Disks) of the original submission must be bound and submitted in properly marked "Demonstration Proposal Consultant Services RFQ", sealed boxes or envelopes by the deadline.

The original submission must carry original signatures and be clearly marked on the cover as "Original." Unsigned submissions will not be evaluated. The original submission and each conforming copy of the submission must be complete, properly formatted and outlined, and ready for evaluation by the Evaluation Team. The electronic copies of the submission must be compatible with Microsoft Office Word 2003. For the electronic copy, required forms and appendices may be scanned and submitted in Portable Document Format (PDF) or similar file format.

C. STRUCTURE OF RESPONSE

Respondents must observe the separate binding and sealed delivery requirements when they submit their Response.

Shipping Container Labeling - The cartons or envelopes that contain the submission must be labeled with the following information: the name of the Respondent's organization, the name of the RFQ ("Demonstration Proposal Consultant Services RFQ") and the contents of the shipping container.

D. RESPONSE CONSTRUCTION REQUIREMENTS

1. Binding of Response - Response must coincide with the RFQ Table of Contents in loose-leaf notebooks. The official name of the organization must appear on the outside front cover of each binder and on each page of the Qualification. Location of the name is at the Respondent's discretion.
2. Page Format - The standard format to be used throughout the Response is as follows:
 - a. Text shall be on 8 ½" x 11" paper in the "portrait" orientation.
 - b. Text shall be single-spaced.
 - c. Font shall be a minimum of twelve (12) point in Arial (not Arial narrow) or Times New Roman (not Times New Roman Condensed) font as used in Microsoft® Word.
 - d. The binding edge margin of all pages shall be a minimum of one and one half inches (1 ½"). All other margins shall be 1".
 - e. Graphics may have a "landscape" orientation, bound along the top (11") side.
 - f. Graphics may have a smaller text spacing, pitch, and font size.
 - g. Resumes are considered text not graphics.
 - h. Print Style shall be single-sided.

SECTION IV. RESPONSE CONTENTS

COMPONENT ONE: TRANSMITTAL COMMUNICATION, FORMS AND ACCEPTANCES ORDER

Responses to Component One must be presented in the order specified below:

- A. AMENDMENT ACKNOWLEDGEMENT** - The Respondent must insert acknowledgement of the receipt of all amendments issued to this RFQ.
- B. TRANSMITTAL LETTER** - The original Response and all copies must include a Transmittal Letter of no more than two (2) pages that addresses:
1. The Respondent Assurances and Acceptance (RFQ Section II – O);
 2. The identification of any proprietary information (RFQ Section II – Q);
 3. Brief statement outlining experience and qualifications to undertake this project.
 4. A statement that any submitted response and cost shall remain valid for one hundred twenty (120) days after the proposed due date or until the contract is approved, whichever comes first; and
 5. The following identifying information:
 - a. Full Legal name of the Respondent and address;
 - b. Federal Taxpayer Identification Number
 - c. Name, title, telephone number, fax number and e-mail address of the individual with the authority to bind the Respondent to sign a contract with the Department; and
 - d. Name, title, telephone number, fax number and e-mail address of the Respondent's principal contact to receive amendments to the RFQ and requests for clarification.

C. TABLE OF CONTENTS

The submission must have a Table of Contents for the entire Response beginning with the Executive Summary.

D. PROCUREMENT AGREEMENT SIGNATORY ACCEPTANCE – APPENDIX B

THE RESPONDENT SHALL provide a signed Acceptance Statement (*APPENDIX B*), without qualification, of all PSA Mandatory Terms and Conditions embedded as a hyperlink, [mandatory terms and conditions](#), *APPENDIX A*.

F. Notification to RESPONDENTS, Parts I – V (CHRO) - APPENDIX C

Contract Compliance, C.G.S. § 4a-60 and Regulations of CT State Agencies § 46a-68j-21 thru 43, inclusive. CT statute and regulations impose certain obligations on State agencies (as well as Contractors and subcontractors doing business with the State) to insure that State agencies do not enter into contracts with organizations or businesses that discriminate against protected class persons. **THE RESPONDENT SHALL** complete and submit with its Response.

G. Certification Regarding Lobbying - APPENDIX D THE RESPONDENT SHALL

provide a signed statement to the effect that no funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress or an employee of a member of Congress in connection with the awarding of any Federal contract, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

- H. Consulting Agreement Affidavit - APPENDIX E (OPM Ethics Form 5) Consulting Agreements, C.G.S. § 4a-81.** Qualifications for State contracts with a value of \$50,000 or more in a calendar or fiscal year, excluding leases and licensing agreements of any value, shall include a consulting agreement affidavit attesting to whether any consulting agreement has been entered into in connection with the qualification. As used herein "consulting agreement" means any written or oral agreement to retain the services, for a fee, of a consultant for the purposes of (A) providing counsel to a Contractor, vendor, consultant or other entity seeking to conduct, or conducting, business with the State, (B) contacting, whether in writing or orally, any executive, judicial, or administrative office of the State, including any department, institution, bureau, board, commission, authority, official or employee for the purpose of solicitation, dispute resolution, introduction, requests for information or (C) any other similar activity related to such contract. Consulting agreement does not include any agreements entered into with a consultant who is registered under the provisions of C.G.S. Chapter 10 as of the date such affidavit is submitted in accordance with the provisions of C.G.S. § 4a-81. The Consulting Agreement Affidavit (OPM Ethics Form 5) is available on OPM's website at http://www.ct.gov/opm/fin/ethics_forms
IMPORTANT NOTE: THE RESPONDENT SHALL complete and submit OPM Ethics Form 5 to the Department with its Response.
- I. Gift and Campaign Contributions, C.G.S. §§ 4-250 and 4-252(c); Governor M. Jodi Rell's Executive Orders No. 1, Para. 8 and No. 7C, Para. 10; C.G.S. § 9-612(g)(2).** If a Respondent is awarded an opportunity to negotiate a contract with an anticipated value of \$50,000 or more in a calendar or fiscal year, the Respondent must fully disclose any gifts or lawful contributions made to campaigns of candidates for statewide public office or the General Assembly. Municipalities and CT State agencies are exempt from this requirement. The gift and campaign contributions certification (OPM Ethics Form 1) is available on OPM's website at http://www.ct.gov/opm/fin/ethics_forms
IMPORTANT NOTE: The successful Respondent must complete and submit OPM Ethics Form 1 to the Department prior to contract execution.
- J. Nondiscrimination Certification, C.G.S. §§ 4a-60(a)(1) and 4a-60a(a)(1).** If a Respondent is awarded an opportunity to negotiate a contract, the Respondent must provide the Department with *written representation* or *documentation* that certifies the Respondent complies with the State's nondiscrimination agreements and warranties. A nondiscrimination certification is required for all State contracts – regardless of type, term, cost, or value. Municipalities and CT State agencies are exempt from this requirement. The nondiscrimination certification forms are available on OPM's website at http://www.ct.gov/opm/fin/nondiscrim_forms
IMPORTANT NOTE: The successful Respondent must complete and submit the appropriate nondiscrimination certification form to the awarding Department prior to contract execution.
- K. SEEC FORM 11-** attached.

COMPONENT TWO: STATEMENT OF QUALIFICATIONS

Component Two must describe the Respondent's background including details regarding its experience providing consulting services that are similar and relevant to the functions services described in this RFQ. This section must also describe the Respondent's ability and resources to successfully complete the Demonstration Proposal Consultant Deliverables.

A. DEMONSTRATION PROPOSAL CONSULTANT DELIVERABLES

Over the course of the contract, the following Resultant Contractor shall be required to successfully complete the following deliverables:

1. Monthly Conference Calls. The Resultant Contractor shall be required to participate in monthly conference calls with the CMS project officer and other CMS staff. These calls shall be used as a mechanism for discussing and managing administrative and project issues as they arise.
2. Progress Reports. The Resultant Contractor shall be required to submit interim and final progress reports to the Department to be shared with CMS that document the development process and lessons learned during the design phase of the demonstration proposal.
3. Procurement and oversight of a performance measurement contractor. The performance measurement contractor will be responsible for development of performance measures to evaluate demonstration model performance and programmatic design as described in the introduction.
4. Attendance and presentations to various legislative committees with responsibility for oversight and guidance related to the demonstration project.
5. Public input process: The Contractor will be responsible for developing a public input process and convening and facilitating stakeholder, beneficiary, advocate and provider input.
6. State agency resources and staffing: This Contractor will be responsible for analyzing current state agency staff resources and will be required to make recommendations for staffing, organizational changes and consultative support necessary to provide full support for the duals initiative.
7. Demonstration Proposal. The Resultant Contractor's main deliverable will be the development of a demonstration proposal that describes how the Department would structure, implement, and evaluate an integrated delivery system and payment model aimed at improving the quality, coordination, and cost-effectiveness of care for dual eligibles. The demonstration proposal shall, at a minimum, contain:
 - a. Explanation of how the proposed demonstration will achieve the overall goals of better health, better care, and lower costs through improvement.

- b. Problem statement describing how or why changes to current policy would lead to improvements in access, quality, and reductions in Medicare and Medicaid expenditures over time.
- c. Discussion of how the proposed model will improve the actual care experience and lives of eligible beneficiaries, including findings from any beneficiary focus groups the state conducted to inform its proposed design.
- d. Detailed description of the dual eligible population, including key subpopulations (e.g., individuals with nursing facility level of care, serious mental illness, Alzheimer's/dementia, multi-morbidities, etc.); utilization patterns; service settings; costs; etc.
- e. Description of proposed delivery system/programmatic elements, including: benefit design; geographic service area; enrollment method; and provider network/capacity.
- f. Description of plans to expand to other populations and/or service areas if the model is focused on a subset of dual eligibles or is less than statewide.
- g. Description of proposed payment reform, including payment type (e.g., full-risk capitation, partial cap, administrative PMPM); methodology for blending Medicaid and Medicare funding; financial incentives; risk sharing arrangements; etc.
- h. Discussion of the expected impact of the proposed demonstration on Medicare and Medicaid costs, including specific mention of any effect on cost-shifting occurring today between the two programs.
- i. Description of state infrastructure/capacity to implement and monitor the demonstration proposal.
- j. Identification of key performance metrics, including how these data will be used to continuously improve access, quality, satisfaction, and efficiency as well as how they will fit within existing Medicaid and Medicare performance and quality measures.
- k. Plan for engaging internal and external stakeholders, including a process for gathering and incorporating feedback on an ongoing basis.
- l. If applicable, description of how the proposed model fits with: (a) current Medicaid waivers and/or state plan services available to this population; (b) existing managed long term care programs; (c) existing integrated programs via Medicare Advantage Special Need Plans (SNPs) or PACE programs; and (d) other health reform efforts underway in the state (e.g., accountable care organizations, bundled payments, multi-payer initiatives, etc.).

- m. Discussion of the scalability of the proposed model and its replicability in other settings/states.
- n. Description of proposed evaluation design, including key metrics that could be used to examine the model's quality and cost outcomes for the target population, beneficiary experience, access to care, etc.
- o. Description of the overall implementation strategy and anticipated timeline, including: a) the activities associated with building the infrastructure necessary to implement proposed demonstration (e.g., staffing needs, actuarial support, etc); and b) any funds needed to support the development of such infrastructure (e.g., systems change costs at the state-level for testing a new payment approach, development of a more efficient data exchange feed for near real-time tracking of claims, etc.).

8. Schedule of Deliverables

Deliverable	Due Date
Monthly Conference Calls	Ongoing
Progress Report	Interim: October 1, 2011 Final: 30 days of submission of the demonstration proposal or May 1, 2012
Procurement and oversight of performance measurement contractor	September 15, 2011 and ongoing
Attendance and presentations to various legislative committees	Ongoing
Public input process	August 15, 2011 and ongoing
State agency resource and staffing analysis	November 30, 2011
Demonstration Proposal	April 1, 2012

B. RFQ RESPONSE REQUIREMENTS

1. Approach:

THE RESPONDENT SHALL present an approach to completing the Demonstration Proposal Consultant Deliverables as stated above. The approach must specify the responsible party for each deliverable. The approach must also indicate the number of hours per week that the consultant or associated staff will be available on-site at the Department or at a nearby office location and submit a description of the workspace at the Department necessary for the Respondent to perform the tasks as described in this RFQ.

2. Resumes and Qualifications

THE RESPONDENT SHALL include provide a description of the Respondent's qualifications to perform the proposed scope.

THE REPONSDENT SHALL provide resumes of the personnel proposed to complete the tasks identified in this RFQ. A single dedicated individual may be acceptable. Resumes are limited to two (2) pages per resume. Resumes must include:

- a. Relevant education and training;
- b. Project management experience for project(s) of a similar nature;
- c. An identification of all other state agency(s) in all other states or commercial vendors with which it had a contract, nature of contract, and designation to whether such contract is similar to the scope of work for this project; and
- d. For each project referenced above, identification of the customer and a brief description of the responsibility of the individual to the project.

NOTE: This project is projected to be completed by April 2012. Due to the nature of this contract and the heavy reliance on the resultant contractor to perform all of the work the Department expects that a considerable amount of staff time will be spent at the Department working collaboratively with DSS Program Staff. Therefore, the resultant contractor shall permanently assign all staff identified for the Project until the tasks for which they were proposed have been completed and approved unless:

1. An individual terminates his employment with the contractor; or
2. An individual becomes physically or mentally unable to carry out the duties assigned by the contractor; or
3. The State Project Director requests that an individual be removed from the project.

The resultant contractor must receive the written approval from the Department for staff changes. These changes must not negatively impact the Department or adversely affect the ability of the Contractor to meet any requirement or deliverable set forth in this RFQ and/or the resultant contract.

3. References

THE RESPONDENT SHALL include three references. References should be individuals able to comment on a project(s) referenced in the resume.

The contact person must be an individual familiar with the Respondent and the proposed personnel.

If the resume includes a project with the State of Connecticut the Respondent must include the State of Connecticut as a Reference.

References must include the organization's name, address, current telephone number, e-mail address and name of a specific contact person.

References must be able to comment on the following issues:

1. Capability to deliver required services;
2. Reputation/ethics/integrity;
3. Organizational approach;
4. Interpersonal skills; and
5. Ability to problem-solve.

The entity acting as a reference should be able to briefly describe the Respondent's (or subcontractor's) performance in each category and then rate the Respondent's performance as poor, fair, good, very good or excellent in each category.

The Department expects to use these references in its evaluation process therefore Respondents are strongly encouraged to contact their planned references to ensure the accuracy of their contact information and their willingness and ability to be references.

The Department will disqualify any Respondent from competing in the RFQ process if the Department discovers that the Respondent had any influence on the references in completing the evaluation.

If the Respondent's submission includes the use of subcontractors for the direct provision of services, the Respondent's submission must also include three programmatic references for each proposed subcontractor.

4. Evidence of Qualified Entity

THE RESPONDENT SHALL provide written assurance to the Department from its legal counsel that it is qualified to conduct business in Connecticut and is not prohibited by its articles of incorporation, bylaws, or the law under which it is incorporated from performing the services required under any resultant contract.

5. Sanction - Disclosure

THE RESPONDENT SHALL provide a statement that attests that no sanction, penalty or compliance action has been imposed on the Respondent within three years immediately preceding the date of the DPCS RFQ. If the Respondent proposes the use of a subcontractor, each proposed subcontractor must provide the same statement.

6. Subcontracts

Respondents that propose the use of subcontractors must comply with this section.

THE RESPONDENT SHALL provide the following information about each proposed subcontractor:

- a. Legal Name of Agency, Address, FEIN
- b. Contact Person, Title, Phone, Fax, E-mail
- c. Services To Be Provided Under Subcontract
- d. Resumes and Qualifications (Section B 4); and
- e. References (Section B5)

7. Small, Minority or Women's Business Enterprise

Section 32-9e of the Connecticut General Statutes, superseded by Section 4a-60g sets forth the requirements of each executive branch agency relative to the Connecticut Small Business Set-Aside program. Pursuant to that statute, twenty-five (25%) of the average total of all contracts let for each of the three previous fiscal years must be set aside.

The Department requires that the Resultant Contractor make a "good-faith effort" to set aside a portion of this contract for a small, minority or women's business enterprise as a subcontractor. Such subcontractors may supply goods or services. Prospective Respondents may obtain a list of firms certified to participate in the Set-Aside program by contacting the Department of Administrative Services at the DAS website.

THE RESPONDENT SHALL describe its intention to set aside a portion of this contract for a small, minority or women's business enterprise as a subcontractor.

8. Department Responsibilities

THE RESPONDENT SHALL propose specific support the Respondent will require from the Department to perform the tasks proposed in any resultant contract. Notwithstanding any Respondent's proposed tasks for the Department to the contrary, the Department of Social Services Medical Care Unit will retain ultimate decision making authority required to ensure project tasks are completed. Specific Department responsibilities are:

- a. Project Management: A Project Director will be appointed by DSS. This individual will be responsible for monitoring project progress and will have final authority to approve/disapprove project deliverables.
- b. Staff Coordination: The Project Director will coordinate all necessary contacts between the contractor and State staff.
- c. Approval of Deliverables: The Project Director will review, evaluate, and approve all deliverables prior to the contractor being released from further responsibility.
- d. Policy Decisions: The DSS Medical Care Unit retains final authority for making policy decisions affecting completion of this project. In addition the Department shall
 1. Monitor the Contractor's performance and request updates as appropriate.
 2. Respond to written requests for policy interpretations.
 3. Provide technical assistance to the Contractor as necessary.

4. Allow access to automated databases as available and permitted.
5. Allow access to management reports and case files as appropriate.
6. Provide a project leader.
7. Schedule and hold regular project meetings with the Contractor.
8. Provide a process for and facilitate open discussions with staff and personnel to gather information regarding recommendations for improvement.
9. Provide data as required by the contractor to perform the tasks of the project.

COMPONENT THREE: COST PROPOSAL

The Respondent's submission must include a cost proposal as follows:

- A.** A Presentation of Hourly Rates: The contract between the resultant contractor and the Department shall include payment provisions wherein the contractor will be compensated at an hourly rate for actual services performed by level of employee.

THE RESPONDENT SHALL identify all proposed personnel with a corresponding all-inclusive hourly rate of compensation and an estimate of hours to be expended to complete the project.

- B.** Although monthly payments to the Contractor shall be based on the actual number of hours worked at the all-inclusive hourly rate(s) negotiated and agreed to by the Department and the Contractor, the Department shall withhold a percentage of the total contract value to be paid to the Contractor that shall only be paid to the Contractor upon the Contractor's completion and submission of the Demonstration Proposal deliverable to the Department and the Department's acceptance of the same. The amount of the withhold and contingencies for payment of the withhold shall be agreed to during contract negotiations. The amount of the withhold shall be no less than 5% and no more than 10% of the total contract value.

THE RESPONDENT SHALL acknowledge and agree to a withhold of not less than 5% and no more than 10% of the total contract value and to negotiate, in good faith, the terms of the contract including but not limited to the contingencies for release of the withhold.

SECTION V - EVALUATION

A. Evaluation Of Objectives:

The Department will conduct a comprehensive, fair and impartial evaluation of Responses received in response to this competitive procurement effort.

B. Evaluation Of Organization:

An Evaluation Team has been established to assist the Department in selection of a Contractor. The Department reserves the right to alter the composition of this Team. The Evaluation Team will be responsible for the review and scoring of all Responses. This group will be responsible for the recommendation to the Commissioner of the Department. The Commissioner will notify the selected Respondent(s) that the organization(s) has been awarded the right to negotiate a contract with the Department for this project.

C. Evaluation Phases:

The evaluation will be conducted in four phases:

Phase 1 - Evaluation of Component One-The Minimum Requirements

Phase 2 - Evaluation of Component Two - Approach, Qualifications and Key Personnel

Phase 3 - Evaluation of Component Three- The Business Section

Phase 4 - Qualification Ranking

1. Phase 1 - Evaluation of Component One - The Minimum Requirements

The purpose of this phase is to determine whether each Response is sufficiently responsive to the minimum RFQ requirements to permit a complete evaluation. Responses must comply with the instructions to Respondents contained throughout. Failure to comply with the instructions may deem the submission non-responsive and subject to rejection without further consideration. The Department reserves the right to waive minor irregularities.

The minimum requirements for a Response to be given consideration are:

Deadline - Closing Date: The Response must have been received, before the stated closing date and time in Section II-B. Procurement Schedule, of this RFQ.

Delivery Condition - Copies Necessary: The original (clearly marked), three (3) exact, legible copies of the Response, and two (2) electronic copies must be submitted in properly marked, separately sealed envelopes or sealed boxes by the deadline due date.

Transmittal Letter: The Response contains a transmittal letter of no more than two (2) pages and indicates that the Respondent has the minimum experience required for a submission.

Mandatory Conditions: The Respondent must accept the RFQ PSA Mandatory Terms and Conditions, embedded as a hyperlink, [mandatory terms and conditions](#) (Appendix A), and Procurement and Contractual Agreements, also embedded as a hyperlink, [Procurement Agreement Signatory Acceptance](#) (Appendix B).

Required Forms: The Respondent must provide the necessary signed forms.

2. Phase 2 - Evaluation of Component Two - Approach, Qualifications and Key Personnel

Only those Responses passing the minimum requirements will be considered in Phase 2 - The Evaluation of Component Two. The State reserves the right to reject any and all Responses.

The Department will evaluate the respondents proposed approach to the project, qualifications, and key personnel. Evaluation will also include corporate qualifications and affirmative action achievement (as demonstrated on the Workforce Analysis Form) of the Respondent and any Subcontractors. The Department will determine to what extent the organization and its proposed key personnel have the ability to work effectively with the Department to develop and implement a successful DPCS project. The Department will also assess the capability of the organization to take on the additional workload that would be generated by this contract and the Respondent's financial ability to undertake the contract. References will be checked.

3. Phase 3 - Evaluation of Component Three - Business - Cost

The Business Section will be one of the principal factors considered in the evaluation of the entire submission.

The Business Section will be scored for cost and cost reasonableness. Cost reasonableness will be determined by examining the business narrative and the relationship between the all inclusive costs proposed for the proposed personnel to perform the services that will be required through the resultant contract.

The Cost comparison will be determined by comparing the narrative detailing the reasoning of why the position(s) were proposed to fulfill each deliverable.

4. Phase 4 - Presentation and Ranking of the Qualifications

After the Evaluation Team has scored each Response, the points awarded will be totaled to determine the ranking. Recommendations, along with pertinent supporting materials, will then be conveyed to the Commissioner.