



**STATE OF WASHINGTON  
HEALTH CARE AUTHORITY**

**REQUEST FOR PROPOSALS (RFP)**

**RFP NO. 2020HCA6**

***NOTE:** If you download this RFP from the Health Care Authority website, you are responsible for sending your name, address, e-mail address, and telephone number to the RFP Coordinator in order for your organization to receive any RFP amendments or bidder questions/agency answers. HCA is not responsible for any failure of your organization to send the information or for any repercussions that may result to your organization because of any such failure.*

**PROJECT TITLE: As Needed Project Management (PM) Services**

**PROPOSAL DUE DATE:** March 30, 2020 by 2:00 p.m. Pacific Standard Time, Olympia, Washington, USA.

E-mailed bids will be accepted. Faxed bids will not.

**ESTIMATED TIME PERIOD FOR CONTRACT:** 6/1/2020 to 6/30/2022

The Health Care Authority reserves the right to extend the contract for up to 4 additional 2-year periods at the sole discretion of the Health Care Authority.

**BIDDER ELIGIBILITY:** This procurement is open to those Bidders that satisfy the minimum qualifications stated herein and that are available for work in Washington State.

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# 1. INTRODUCTION

## 1.1. PURPOSE AND BACKGROUND

### Purpose

The Washington State Health Care Authority, hereafter called "HCA," is initiating this Request for Proposals (RFP) to solicit proposals from firms interested in providing as needed project management services.

HCA intends to award multiple contracts to provide the services described in this RFP. The objective of the contract(s) is to deliver as-needed services to HCA in the following roles of project management (PM). The details of these roles is outlined in the Exhibit D: *Contractor Roles and Responsibilities*, of this RFP and the titles are shared below. HCA expects the vendor to bid staff in the roles they best support the overall need. HCA does not expect every bidder to bid a staff member in every role, especially if it is not your intention or strength in that capacity.

- 1) Executive Consultant
- 2) Project Manager
- 3) Project Coordinator
- 4) Business Analyst

The work orders developed under these contracts will also require complimentary skills and experience in the following areas to support the statements of work (SOW). HCA anticipates the contracted vendors may have a broader skill base or a narrower but deeper skillset to offer. HCA believes that because of the depth and breadth of the possible support needed, that this RFP will create a small pool of vendors for HCA to draw from as project support need arises. HCA will be evaluating bids that do not have all the skill areas.

- 1) Overall PM skills and experience outlined in PMBOK.
- 2) IT experience and knowledge.
- 3) People/Organizational Change Management.
- 4) Process Improvement – Lean.
- 5) Experience and knowledge of the public sector, Health care and the Washington State health Care Coalition (HHS).
- 6) Soft skills.

### Background

The Health Care Authority (HCA) administers programs that provide health care coverage for nearly 1 in 3 Washington residents as well as community behavioral health services, supports, recovery and prevention efforts for the entire state. HCA is the state's largest health care purchaser and oversees the Medicaid program (Apple Health), Public Employees Benefits, and HCA will be administering the School Employees Benefits as well. Through these programs, HCA covers nearly 2.3 million lives, with an expected increase to nearly 2.6 million covered lives.

HCA's policy and purchasing approaches are focused on transforming the health care delivery system in Washington State. These value-based purchasing strategies are designed to transform care through better health, better care and lower cost; provide whole-person care through integrating physical and behavioral health services; and utilize data-informed evidence to make purchasing decisions that improve health outcomes.

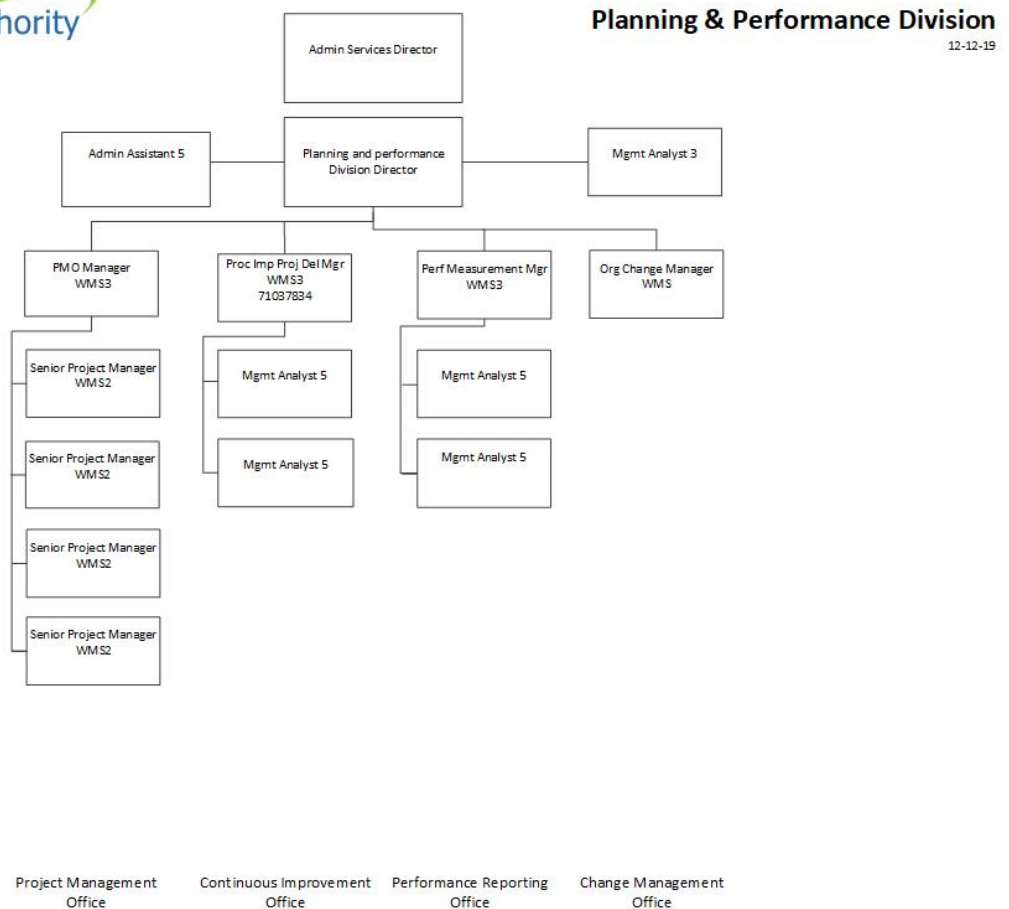
HCA is experiencing a significant amount of organizational, system and process changes as the agency responds to legislative directives, federal mandates, and market shifts. One recent example is the legislative directive to transfer the School Employees Benefits administration from DSHS to HCA. These types of changes are complex and impact IT systems, and most program and operational units in the agency. As health care continues to evolve, more programmatic and

organizational changes will be required to align with federal, state and industry expectations. HCA desires help to organize and lead project work as we evolve in our role as the largest health care purchaser and leader in the State of Washington.

The Planning and Performance Division within HCA, is a shared service and is specifically looking to augment existing and complimentary project management services to better support agency priorities. The division is organized into sections as follows:

- 1) Continuous Improvement
- 2) Change Management
- 3) Performance Reporting
- 4) Project Management

This division will be the HCA division that indirectly supports and HCA business partners with the selected vendor(s).



## 1.2. OBJECTIVES AND SCOPE OF WORK

The table below describes the initial scope of the services HCA is requesting as a guide for the support skills needed at HCA.

Where specific tools and methodologies are utilized, those tools and methodologies will be identified in the objective descriptions. The objectives listed likely overlap in scope or have dependencies on the other objectives to ensure alignment with agency direction and optimize HCA's investment in these activities.

<b>1. Overall PM skills and experience outlined in Project Manager Book of Knowledge (PMBOK)</b>	
<b>Attribute</b>	<b>Narrative</b>
Goal & Description	HCA requires all project managers (PMs) staff working on projects at HCA to be PMP certified. This demonstrates good working knowledge of the PMBOK framework. HCA will use the resumes and organizational experience in the Exhibit E and F to score in this area.
Org Background	HCA has a Project Management Office (PMO) within the Planning and Performance Division (PPD/PMO). The purpose of the PMO is to partner, support, and help manage assigned projects to achieve agency goals. The PMO also coaches, teaches, and promotes PM tools and best practices to agency staff.  The agency has too many projects for the PMO alone to manage so we partner with PM vendors to supplement for project management services.
Tools	HCA has implemented a cloud based PPM tool (Clarizen) to track all its key projects. This is the tool that we expect contracted PMs to use while managing and communicating project schedules, documenting risks and issues, and communicating status.
Significant skills identified by customers	<p>Grounded in general PM skills</p> <ul style="list-style-type: none"> <li>• Able to establish base processes and structure at project initiation</li> <li>• Effective status reporting for team and stakeholders</li> <li>• Project Team leadership</li> <li>• Work plan development</li> <li>• Scheduling</li> <li>• Issue Management</li> <li>• Risk management</li> <li>• Managing in ambiguity</li> <li>• Requirements gathering and management</li> <li>• Deliverables delivery and management</li> </ul> <p>Excellent stakeholder engagement and facilitation skills</p> <ul style="list-style-type: none"> <li>• Effective at maintaining relationships</li> <li>• Identification and impact of stakeholders</li> <li>• Leading and coordinating diverse stakeholder groups</li> <li>• Managing cross agency engagements</li> <li>• Keeping groups focused and moving forward</li> <li>• Negotiation and conflict management</li> <li>• Effective organizational navigation</li> <li>• Effective collecting and synthesizing stakeholder feedback</li> </ul> <p>PM experience</p> <ul style="list-style-type: none"> <li>• Large and complex public sector projects, Medicaid at state and federal level</li> <li>• Healthcare policy and delivery</li> <li>• Large and complex IT projects, healthcare in particular</li> <li>• Using the right methods for the given work (waterfall, Lean, Agile)</li> <li>• Able to coach PM skills to others</li> <li>• Able to produce quality documents required for the engagement</li> </ul> <p>Good organization skills</p> <ul style="list-style-type: none"> <li>• Helping us learn how to prioritize the work.</li> <li>• Organize and help us get to outcomes the most efficient way.</li> <li>• Bring organization tools and methods</li> </ul>

Keys to success	Flexible in approach, and willing to partner with the customer and meet them where they're at.
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## 2. IT Experience and Knowledge

Attribute	Narrative
Goal & Description	HCA has projects that require IT related project experience. Frameworks like Agile, scrum and related tools for leading and coordinating IT projects. In addition, knowledge and understanding related to DevOps, cloud configuration and migration, and overall skills and knowledge to coach in the changing tools and architectures.
Org Background	HCA has an IT Project Management Office (PMO) within the Enterprise Technology Services Division. The IT-PMO helps prioritize and manage IT projects for the HCA. This PMO is associated with but independent of the PPD/PMO.  The agency has too many projects for the IT-PMO alone to manage so we partner with PM vendors to supplement for project management services.
Tools	HCA has implemented a cloud based PPM tool (Clarizen) to track all its key projects. This is the tool that we expect contracted PMs to use while managing and communicating project schedules, documenting risks and issues, and communicating status.  Additionally, IT has been transitioning to the agile type project execution and starting to implement DevOPS as a framework.  Lastly, IT has adopted ServiceNow as the ITSM enterprise tool for incident and case management.
Significant skills identified by customers	Experience with <ul style="list-style-type: none"> <li>• Emerging IT technology</li> <li>• Cloud migration with Azure and AWS</li> <li>• Office 365 implementation</li> <li>• Large IT system integration projects</li> <li>• Dev-Ops</li> <li>• Navigating and collaborating with Enterprise Architecture (Principles, Standards, Processes)</li> <li>• Business Process Engineering</li> <li>• Standing up IT infrastructure</li> <li>• Office of Chief Information Officer (OCIO) for Washington State</li> </ul> <p>Also need to be savvy with the political environment.</p>
Keys to success	Meet IT staff where they are, help coach and gently guide HCA to mature our frameworks and expertise.

## 3. People and Organizational Change Management

Attribute	Narrative
Goal & Description	HCA expects the PMs to integrate people and organizational change management into their projects. As part of the delivering project results, plans will incorporate a set of change management activities that equips, prepares

	and supports individual and/or groups of employees affected by the changes. The goal is to drive and capture the portion of the project benefits that depend on employee adoption and usage of the change.
Org Background	HCA has a Change Management Office (CMO) within the Planning and Performance Division (PPD/CMO). The purpose of the CMO is to partner, support and help manage assigned projects with activities that support change management to achieve agency goals. The CMO also coaches, teaches, and promotes tools and best practices to agency staff.  The CMO and the PMO often work together at project initiation and implementation to ensure change is implemented and adopted with by staff.
Tools	HCA has adopted the Prosci framework and the ADKAR model for change management. This toolset has licensing requirements as a practitioner. Vendors bidding to provide support services in this area requires a Prosci license to utilize the toolset.
Significant skills identified by customers	We need a candidate with organizational change management experience, as all of our projects require a large amount of organizational change as we implement new IT solutions that sometimes require process changes. Candidates must have the ability to: <ul style="list-style-type: none"> <li>• Define change management within the context of your project;</li> <li>• Determine which project benefits are dependent on employee adoption and usage;</li> <li>• Identify impacted employee groups;</li> <li>• Assess readiness for change, risks to adoption and anticipated resistance;</li> <li>• Identify the specific changes and how it affects individuals and groups;</li> <li>• Build support for change management with project teams;</li> <li>• Develop milestones and deliverables (assessments and specific change management plans) needed to support individual and group transitions within the work plan; and</li> </ul> Define metrics for measuring the how effectively the impacted individuals adopt and use the change.
Keys to success	Cultural intelligence, navigation and intuition to understand people needs that will enable project implementations to be successful.

<b>4. Process Improvement- Lean Six Sigma</b>	
<b>Attribute</b>	<b>Narrative</b>
Goal & Description	HCA has projects that require process improvement skills and experience. HCA desires experience and certification with these tools and techniques as part of managing process analysis and change.
Org Background	HCA has a Continuous Improvement Office (CIO) within the Planning and Performance Division (PPD/CIO). The purpose of the CIO is to partner, support and help continually improve agency processes and assist HCA Divisions and Teams in solving problems. The CMO also coaches, teaches, and promotes tools and best practices to agency staff. HCA currently hosts a greenbelt program for training agency staff.  The CIO and the PMO often work together. Sometimes projects initiated as solutions are identified from a process improvement effort and sometimes process work is needed as part of a bigger project effort.



Tools	HCA uses standard lean six sigma techniques and tools for process improvement projects across the agency.
Significant skills identified by customers	<ul style="list-style-type: none"> <li>• Understanding of lean principles, tools, and methodologies</li> <li>• Basic experience in process mapping and process improvement</li> <li>• Business Process Engineering</li> <li>• Accepting feedback into work assignments</li> <li>• Creative problem solving</li> <li>• Ability to think outside the box</li> <li>• Able to work with diverse groups</li> <li>• Partner in problem solving and how to move forward</li> <li>• Provide good consultative skills rather than directive guidance</li> <li>• Excellent facilitation skills</li> </ul>
Keys to success	Flexibility to scale and alter tools that meet the situational needs. “Hear” the stakeholders and quickly gain business and cultural understanding to guide progress forward.

<b>5. Experience and Knowledge of the Public Sector, Health Care HHS</b>	
<b>Attribute</b>	<b>Narrative</b>
Goal & Description	<p>HCA has projects that require knowledge and prior experience within the overall health care ecosystem. For HCA, this means many layers and levels of government ranging from the federal government partners and authorizing environment to the state level and continuing down to the local community partners and local jurisdictions.</p> <p>Health care policy and purchasing at the state level is a complex relationship. The vendor staff we employ should have experience in some or all of these facets in order to understand the context of project assignments.</p>
Org Background	<p>The Health Care Authority is responsible for state policy and the health insurance purchasing for 2.6 million Washingtonians. This means partnerships upwards to the federal authorizing environment, partnerships with sister agencies like the Department of Health (DOH), the Department of Corrections (DOC), Department of Social and Health Services (DSHS) and Labor and Industries (L&amp;I). Health care is a complex ecosystem and projects often have cross agency impacts and dependencies. In addition, as a state agency, funding is often tied to the legislative review, approvals and mandates both at the state and federal levels.</p>
Tools	<p>Legislative Process – State legislative funding and directives.  Advanced Planning Documents (APD) – Federal funding approvals.  Partnerships and Collaborative – Boards designed that involve wide community involvement.</p>
Significant skills identified by customers	<ul style="list-style-type: none"> <li>• Medicaid <ul style="list-style-type: none"> <li>○ Medicaid knowledge</li> <li>○ HHS and Medicaid PM experience.</li> <li>○ Knowledge of Medicaid.</li> <li>○ General knowledge of Federal Medicaid <ul style="list-style-type: none"> <li>• Systems Certification</li> <li>• Funding – Advanced Planning Document (APD)</li> <li>• Research - “How did another state implement that?”</li> <li>• 7 standards and conditions</li> <li>• Medicaid Enterprise Certification Toolkit (MECT)</li> <li>• Medicaid Eligibility and Enrollment Toolkit (MEET)</li> </ul> </li> <li>○ Experience with government and Medicaid</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Healthcare <ul style="list-style-type: none"> <li>○ Health policy expertise. (knowledge of HCA circumstance)</li> <li>○ Knowledge of healthcare industry and technologies is a must</li> </ul> </li> <li>• Government/HHS <ul style="list-style-type: none"> <li>○ Knowledge of how state government works, especially legislative process and HHS coalition.</li> <li>○ Knowledgeable about HCA work without a large onboarding investment every time.</li> <li>○ Knowledge of governance structure of federal, State, local.</li> <li>○ Multi-Agency Collaboration – multiagency facilitation like Health Human Services coalition (HHS). More of this kind of work is coming.</li> <li>○ Understands Washington State Government (vocabulary)</li> <li>○ Knowledge in HHS framework – public health background.</li> <li>○ General knowledge of State government</li> <li>○ Legislative process – especially budget</li> </ul> </li> <li>• Behavioral Health <ul style="list-style-type: none"> <li>○ Division of Behavior Health and Recovery (DBHR) – Community services to very technical clinical</li> <li>○ DBHR customer services – who we serve</li> <li>○ Behavior Health knowledge in general</li> </ul> </li> <li>• Understanding National trends but finding State specific needs</li> <li>• Grants knowledge</li> <li>• Understanding the contracting process and timing of work.</li> <li>• Some knowledge of oversight processes like HHS coalition, Centers for Medicare and Medicaid Services (CMS) and the Washington State Legislature</li> <li>• Familiarity or awareness of OCIO project oversight requirements</li> </ul>
Keys to success	Knowledge of the HCA environment, relationships, constraints, process, timing, and be general politically savvy.

<b>6. Soft Skills</b>	
<b>Attribute</b>	<b>Narrative</b>
Goal & Description	Many vendor staff have good technical skills. In addition to technical skills, HCA is also looking for vendors whose staff have excellent soft skills as they perform their tasks with HCA staff. People will often remember more about how they were treated than what was accomplished, and HCA desires both.
Tools	HCA employs many soft skills tools taught by Prosci, PMI, Lean and other teaching institutions. We desire to see what training and experience the vendor staff bring as part of their proposals.
Significant skills identified by customers	<ul style="list-style-type: none"> <li>• Flexible <ul style="list-style-type: none"> <li>○ Rigor and clear process, but flexible as situation requires.</li> <li>○ Adaptable to changing circumstances</li> </ul> </li> <li>• Active Listening - Meet staff where they are.</li> <li>• Excellent communication skills both written and verbal</li> <li>• Cultural sensitivity and awareness of HCA and oversight environment</li> <li>• Social and emotional intelligence – Politically sensitive projects</li> <li>• Willing to get to know us, and be a good partner toward success.</li> <li>• Be a trusted advisor as part of the role.</li> <li>• Advocate for good choices and alternatives</li> </ul>

	<ul style="list-style-type: none"> <li>• Ability to think outside the box</li> <li>• Not forcing paradigms – being open to where we are</li> <li>• Ability to create options</li> <li>• Humble confidence</li> <li>• Empower staff to make decisions</li> <li>• Able to build trust with people here at HCA</li> <li>• Not just the methods and process, meeting customer in their culture and style</li> <li>• Quickly and effectively identify gaps and move forward</li> <li>• Able to jump in and get going</li> </ul>
Keys to success	People over process, trust builders, and partners in success.

**Project Examples:**

Examples of business projects both past and upcoming to demonstrate the type of projects within HCA.

<b>Project Examples</b>	<b>Program Centric</b>	<b>Systems Focused</b>
Larger Full time PM, large impact, high risk	<ul style="list-style-type: none"> <li>• Statewide implementation of a new portal offering and integration of K-12 school employees’ health benefits managed within the HCA in addition to the existing portfolio of covered staff.</li> <li>• Privacy implementation of consent management for sensitive data based on CMS rule 42 CFR part 2.</li> <li>• Implementation of a new program with legislative proviso involving three state agencies.</li> <li>• Multi-agency collaboration for a state agency coalition to coordinate health and human services.</li> <li>• Implementation of new Medicaid programs that impact computer systems, involve advisory panels, decision-making bodies, marketing and program guidance.</li> </ul>	<ul style="list-style-type: none"> <li>• School Employees Benefits Board (SEBB) systems implementation supporting the statewide program implementation.</li> <li>• Supporting the systems migration to AWS.</li> <li>• Office 365 implementation across HCA.</li> <li>• A master person index (MPI) implementation for uniquely identifying clients for services.</li> <li>• Agency wide fraud and abuse detection system implementation.</li> <li>• Washington State Medicaid management and Information System (ProviderOne) module replacement planning and implementation. Project coordination and implementation between multiple agency systems</li> </ul>
Smaller Part time PM, Smaller impact and/or longer runway, Lower risk	<ul style="list-style-type: none"> <li>• Facilitation/project help with a new Universal healthcare workgroup.</li> <li>• Facilitation of a state proviso work group to develop recommendations on problem gambling. Consists of large stakeholder group meeting every other month for 14 months.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination cloud migration to Azure and AWS.</li> <li>• Business process review and recommendations of process improvements using various systems</li> </ul>

### 1.3. OTHER RELEVANT INFORMATION

#### **Work Order Process**

Upon executed Contract(s) with selected vendor(s), HCA will issue work projects in the form of a Work Order (WO) under the awarded Contract with the vendor(s). In coordination with the selected vendor(s) HCA will establish a work order request and a vendor response template for all WOs. The vendor(s) and HCA will agree upon timeframes and responsibilities as they relate to the establishing new WOs. WOs will consist of a SOW, deliverables, timeframes, and effort/cost related to the work, and must be signed by authorized representatives of each party prior to work commencing.

#### **Decision Making Framework:**

Each work order will have an identified work order sponsor and executive sponsor for providing status updates, check-ins and setting direction. The sponsor and executive sponsor will be responsible to resolve issues, address risks or delays related to the work order deliverables, and approve receipt of deliverables for payment.

#### **Project Roles and Responsibilities - Expected**

<b>Project Role</b>	<b>Accountable Individual</b>	<b>Role Description</b>
Work Order Sponsor(s)	Executive Leadership Team (ELT) member / Division	<ul style="list-style-type: none"> <li>• Ensure alignment of requested work to HCA's mission, vision, and strategic goals.</li> <li>• Facilitate timely decisions as the approval authority</li> <li>• Eliminate/minimize barriers</li> <li>• Set direction for strategy and tactic</li> <li>• Receiver/Sender of executive messaging</li> <li>• Reviews and approves invoices</li> </ul>
Business Lead	HCA Functional Manager	<ul style="list-style-type: none"> <li>• Allocates and coordinates HCA resources availability</li> <li>• Reviews and assists with reporting</li> <li>• Reviews deliverables and invoices (may be delegated to approve)</li> <li>• Responsible for providing administrative support for meeting scheduling.</li> </ul>
Vendor Staff Member	Vendor Role	<i>(See Exhibit D: Contractor Roles and Responsibilities)</i>
Contract Manager	Brian Coolidge – PPD/PMO	<ul style="list-style-type: none"> <li>• Point of contact for all work orders (submitted from HCA)</li> <li>• Receives and coordinates all vendor responses for new work orders.</li> <li>• Reviews all invoices</li> <li>• Coordinates business approval and payment of invoices.</li> <li>• Cultural and organizational coach for the vendor</li> </ul>

#### **Tools Landscape**

HCA Tools and templates:

- HCA has a Project Management Office that has a library of tools and templates. If the template exists for managing project work, it will be the standard used. If the template does not exist, the vendor will check in with PMO on vendor templates.
- HCA has a project management tool, Clarizen, which is the standard for managing initiatives, projects and operational activities across the agency.
- HCA has a communications division with tools and templates. If the template exists, it will be the standard used. If the template does not exist, the vendor will check in with communications on proposed vendor templates.
- HCA has a Continuous Improvement library of tools and formal training program. If the template exists, it will be the standard used. If the template does not exist, the vendor will check in with communications on proposed vendor templates.
- HCA has adopted the Prosci ADKAR framework for change management projects. The Prosci tools and templates are the agency standard.
- HCA uses Microsoft suite as the standard office suite.
- SharePoint 2013 is the current collaboration tool for shared repositories for work efforts.
- Power BI is the tool used to collect and visualize the performance management measures and dashboard.
- Meeting scheduling and access to SharePoint and other agency information requires an HCA email account and data access request.

#### 1.4. MINIMUM QUALIFICATIONS

Minimum qualifications for Bidders organization:

- 1.4.1 Five (5) years' experience successfully managing large complex projects involving multiple business/program partners, cross agency/enterprise wide.
- 1.4.2 Five (5) years' experience in the health care industry, with one or more relevant project(s).
- 1.4.3 Five (5) years' experience on one (1) or more project(s) with government partners (Municipal, county, state, federal, etc.).

Minimum qualifications for proposed staff:

- 1.4.4 Five (5) years' experience successfully managing large complex projects involving multiple business/program partners, cross agency/enterprise wide.
- 1.4.5 Five (5) years' experience in the health care industry, with one or more relevant project(s).
- 1.4.6 Five (5) years' experience on one or more project(s) with government partners (Municipal, county, state, federal, etc.)
- 1.4.7 All staff that would perform as project managers as described in Exhibit D: *Contractor Roles and Responsibilities*, are to be PMP certified.

Desired qualifications and experience for Bidders organization and staff:

- 1.4.8 Prosci, Inc. Change Management certified practitioner, or like tools used.
- 1.4.9 Continuous Process Improvement or Problem Solving certification.
- 1.4.10 Prior experience using the PPM tool called Clarizen, or like PPM tools used.
- 1.4.11 Significant experience in working with a health purchasing state agency on large complex initiatives or projects.
- 1.4.12 Significant experience leading projects with state-level agency and program changes, including mergers, acquisitions, creation and restructures.
- 1.4.13 Significant experience collecting and managing requirements, and certified with a professional Business Analysis program.
- 1.4.14 Significant experience managing IT related projects.

## 1.5. FUNDING

HCA has no budgeted an amount for this project. The projects come as-needed and each Work Order is funded individually. HCA desires that vendors bid on the hourly rates for each of the 4 roles defined in *Exhibit D: Contractor Roles and Responsibilities*.

## 1.6. FEDERAL FUNDING ACCOUNTABILITY AND TRANSPARENCY ACT

If the resulting contract is supported by federal funds, such contract may require compliance with the Federal Funding Accountability and Transparency Act (FFATA or the Transparency Act). The purpose of the Transparency Act is to make information available online so the public can see how federal funds are spent.

To comply with the act and be eligible to enter into this contract, the Apparent Successful Bidder's organization must have a Data Universal Numbering System (DUNS®) number. A DUNS® number provides a method to verify data about your organization. If the organization does not already have one, it may receive a DUNS® number free of charge by contacting Dun and Bradstreet at [www.dnb.com](http://www.dnb.com).

The Apparent Successful Bidder may be required to complete a Federal Funding Accountability and Transparency Act (FFATA) Data Collection Form which must be returned with the signed contract. If applicable, the contract will not be executed until this form has been properly completed, executed, and received by the agency.

Required information about the contracting organization and this contract will be made available on USASpending.gov by the Washington State Health Care Authority as required by P.L. 109-282. As a tool to provide the information, HCA encourages registration with the Central Contractor Registry (CCR) because less data entry and re-entry is required on behalf of both HCA and the contracting organization. Registration can be done with CCR online at <https://www.uscontractorregistration.com/>.

## 1.7. PERIOD OF PERFORMANCE

The period of performance of any contract resulting from this RFP is tentatively scheduled to begin on or about 6/1/2020 and to end on 6/30/2022. Amendments extending the period of performance, if any, will be at the sole discretion of HCA.

HCA reserves the right to extend the contract for two (2) year periods up to four (4) renewals.

## 1.8. CONTRACTING WITH CURRENT OR FORMER STATE EMPLOYEES

Specific restrictions apply to contracting with current or former state employees pursuant to chapter 42.52 of the Revised Code of Washington. Bidders should familiarize themselves with the requirements prior to submitting a proposal that includes current or former state employees.

## 1.9. DEFINITIONS

Definitions for the purposes of this RFP include:

**Apparent Successful Bidder (ASB)** – The Bidder selected as the entity to perform the anticipated services under this RFP, subject to completion of contract negotiations and execution of a written contract.

**Bidder** – Individual or company interested in the RFP that submits a proposal in order to attain a contract with the Health Care Authority.

**Health Care Authority or HCA** –an executive agency of the state of Washington that is issuing this RFP.

**Proposal** – A formal offer submitted in response to this solicitation.

**Request for Proposals (RFP)** – Formal procurement document in which a service or need is identified but no specific method to achieve it has been chosen. The purpose of an RFP is to permit the bidder community to suggest various approaches to meet the need at a given price.

**Work Order (WO)** - Established SOW, deliverables, timeframes, and effort/Cost related to the work which must be signed by authorized representatives of each party prior to work commencing.

1.10. <b>ADA</b>
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HCA complies with the Americans with Disabilities Act (ADA). Bidders may contact the RFP Coordinator to receive this RFP in Braille or on tape.

## 2. GENERAL INFORMATION FOR BIDDERS

### 2.1. RFP COORDINATOR

The RFP Coordinator is the sole point of contact in HCA for this procurement. All communication between the Bidder and HCA upon release of this RFP must be with the RFP Coordinator, as follows:

Name	Lyudmila Kozlova
E-Mail Address	<a href="mailto:HCAProcurements@hca.wa.gov">HCAProcurements@hca.wa.gov</a>
Phone Number	(360)725-1930

Any other communication will be considered unofficial and non-binding on HCA. Bidders are to rely on written statements issued by the RFP Coordinator. Communication directed to parties other than the RFP Coordinator may result in disqualification of the Bidder.

### 2.2. ESTIMATED SCHEDULE OF PROCUREMENT ACTIVITIES

Issue Request for Proposals	3/2/2020
Questions Due	3/10/2020- 2:00 PM
Answers Posted	3/17/2020
Proposals Due	3/30/2020- 2:00 PM
Evaluate Proposals	4/3/2020-4/17/2020
Determine Finalists to move forward to Oral Interviews and send notifications via email. Notify the unsuccessful Bidders via email	4/22/2020
Schedule Oral Interviews with Finalists	4/24/2020
Conduct Oral Interviews with Finalists	5/4/2020-5/12/2020
Announce "Apparent Successful Bidder(s) " and send notification via e-mail to unsuccessful Bidders	5/14/2020
Bidders to request Debriefing by	5/19/2020
Hold Debriefing Conferences (if requested)	5/20/2020-5/22/2020
Negotiate Contract	5/14/2020-5/28/2020
Begin Contract Work	6/1/2020 or DOE

HCA reserves the right in its sole discretion to revise the above schedule.

### 2.3. SUBMISSION OF PROPOSALS

#### ELECTRONIC PROPOSALS:

The proposal must be received by the RFP Coordinator no later than the Proposal Due deadline in Section 2.2, *Estimated Schedule of Procurement*.

Proposals must be submitted electronically as an attachment to an e-mail to the RFP Coordinator at the e-mail address listed in Section 2.1. Attachments to e-mail should be in Microsoft Word format or PDF. Zipped files cannot be received by HCA and cannot be used for submission of proposals. The cover submittal letter and the Certifications and Assurances form must have a scanned signature of the individual within the organization authorized to bind the Bidder to the offer. HCA does not assume responsibility for problems with Bidder's e-mail. If HCA e-mail is not working, appropriate allowances will be made.



Proposals may not be transmitted using facsimile transmission.

Bidders should allow sufficient time to ensure timely receipt of the proposal by the RFP Coordinator. Late proposals will not be accepted and will be automatically disqualified from further consideration, unless HCA e-mail is found to be at fault. All proposals and any accompanying documentation become the property of HCA and will not be returned.

#### **2.4. PROPRIETARY INFORMATION / PUBLIC DISCLOSURE**

Proposals submitted in response to this RFP will become the property of HCA. All proposals received will remain confidential until the Apparent Successful Bidder is announced; thereafter, the proposals will be deemed public records as defined in chapter 42.56 of the Revised Code of Washington (RCW).

Any information in the proposal that the Bidder desires to claim as proprietary and exempt from disclosure under chapter 42.56 RCW, or other state or federal law that provides for the nondisclosure of a document, must be clearly designated. The information must be clearly identified and the particular exemption from disclosure upon which the Bidder is making the claim must be cited. Each page containing the information claimed to be exempt from disclosure must be clearly identified by the words "Proprietary Information" printed on the lower right hand corner of the page. Marking the entire proposal exempt from disclosure or as Proprietary Information will not be honored.

If a public records request is made for the information that the Bidder has marked as "Proprietary Information," HCA will notify the Bidder of the request and of the date that the records will be released to the requester unless the Bidder obtains a court order enjoining that disclosure. If the Bidder fails to obtain the court order enjoining disclosure, HCA will release the requested information on the date specified. If a Bidder obtains a court order from a court of competent jurisdiction enjoining disclosure pursuant to chapter 42.56 RCW, or other state or federal law that provides for nondisclosure, HCA will maintain the confidentiality of the Bidder's information per the court order.

A charge will be made for copying and shipping, as outlined in RCW 42.56. No fee will be charged for inspection of contract files, but 24 hours' notice to the RFP Coordinator is required. All requests for information should be directed to the RFP Coordinator.

The submission of any public records request to HCA pertaining in any way to this RFP will not affect the procurement schedule, as outlined in Section 2.2, unless HCA, in its sole discretion, determines that altering the schedule would be in HCA's best interests.

#### **2.5. REVISIONS TO THE RFP**

If HCA determines in its sole discretion that it is necessary to revise any part of this RFP, then HCA will provide addenda via e-mail to all individuals who have made the RFP Coordinator aware of their interest. Addenda will also be published on Washington's Electronic Bid System (WEBS), at <https://fortress.wa.gov/ga/webs/>. For this purpose, the published questions and answers and any other pertinent information will be provided as an addendum to the RFP and will be placed on the website.

HCA also reserves the right to cancel or to reissue the RFP in whole or in part, prior to execution of a contract.

#### **2.6. DIVERSE BUSINESS INCLUSION PLAN**

Bidders will be required to submit a Diverse Business Inclusion Plan with their proposal. In accordance with legislative findings and policies set forth in RCW 39.19, the state of Washington encourages participation in all contracts by firms certified by the Office of Minority and Women's Business Enterprises (OMWBE), set forth in RCW 43.60A.200 for firms certified by the Washington

State Department of Veterans Affairs, and set forth in RCW 39.26.005 for firms that are Washington Small Businesses. Participation may be either on a direct basis or on a subcontractor basis. However, no preference on the basis of participation is included in the evaluation of Diverse Business Inclusion Plans submitted, and no minimum level of minority- and women-owned business enterprise, Washington Small Business, or Washington State certified Veteran Business participation is required as a condition for receiving an award. Any affirmative action requirements set forth in any federal governmental regulations included or referenced in the contract documents will apply.

## **2.7. ACCEPTANCE PERIOD**

Proposals must provide one hundred twenty (120) calendar days for acceptance by HCA from the due date for receipt of proposals.

## **2.8. COMPLAINT PROCESS**

2.8.1 Vendors may submit a complaint to HCA based on any of the following:

- 2.8.1.1. The RFP unnecessarily restricts competition;
- 2.8.1.2. The RFP evaluation or scoring process is unfair or unclear; or
- 2.8.1.3. The RFP requirements are inadequate or insufficient to prepare a response.

2.8.2 A complaint must be submitted to HCA prior to five business days before the bid response deadline. The complaint must:

- 2.8.2.1. Be in writing;
- 2.8.2.2. Be sent to the RFP Coordinator in a timely manner;
- 2.8.2.3. Clearly articulate the basis for the complaint; and
- 2.8.2.4. Include a proposed remedy.

The RFP Coordinator will respond to the complaint in writing. The response to the complaint and any changes to the RFP will be posted on WEBS. The Director of HCA will be notified of all complaints and will be provided a copy of HCA's response. A Bidder or potential Bidder cannot raise during a bid protest any issue that the Bidder or potential Bidder raised in a complaint. HCA's action or inaction in response to a complaint will be final. There will be no appeal process.

## **2.9. RESPONSIVENESS**

The RFP Coordinator will review all proposals to determine compliance with administrative requirements and instructions specified in this RFP. A Bidder's failure to comply with any part of the RFP may result in rejection of the proposal as non-responsive.

HCA also reserves the right at its sole discretion to waive minor administrative irregularities.

## **2.10. MOST FAVORABLE TERMS**

HCA reserves the right to make an award without further discussion of the proposal submitted. Therefore, the proposal should be submitted initially on the most favorable terms which the Bidder can propose. HCA reserve the right to contact a Bidder for clarification of its proposal.

HCA also reserves the right to use a Best and Final Offer (BAFO) before awarding any contract to further assist in determining the ASB(s).

The ASB should be prepared to accept this RFP for incorporation into a contract resulting from this RFP. The contract resulting from this RFP will incorporate some, or all, of the Bidder's proposal. The proposal will become a part of the official procurement file on this matter without obligation to HCA.

#### **2.11. CONTRACT AND GENERAL TERMS & CONDITIONS**

The ASB(s) will be expected to enter into a contract which is substantially the same as the sample contract and its general terms and conditions attached as Exhibit G. HCA will not accept any draft contracts prepared by any Bidder. The Bidder may submit exceptions as allowed in the Certifications and Assurances form, Exhibit A to this RFP. All exceptions must be submitted as an attachment to Exhibit A. HCA will review requested exceptions and accept or reject the same at its sole discretion.

If, after the announcement of the ASB(s), and after a reasonable period of time, the ASB(s) and HCA cannot reach agreement on acceptable terms for the Contract, the HCA may cancel the selection and Award the Contract to the next most qualified Bidder.

#### **2.12. COSTS TO PROPOSE**

HCA will not be liable for any costs incurred by the Bidder in preparation of a proposal submitted in response to this RFP, in conduct of a presentation, or any other activities related in any way to this RFP.

#### **2.13. RECEIPT OF INSUFFICIENT NUMBER OF PROPOSALS**

If HCA receives only one responsive proposal as a result of this RFP, HCA reserves the right to either: 1) directly negotiate and contract with the Bidder; or 2) not award any contract at all. HCA may continue to have the bidder complete the entire RFP. HCA is under no obligation to tell the Bidder if it is the only Bidder.

#### **2.14. NO OBLIGATION TO CONTRACT**

This RFP does not obligate HCA to enter into any contract for services specified herein.

#### **2.15. REJECTION OF PROPOSALS**

HCA reserves the right, at its sole discretion, to reject any and all proposals received without penalty and not to issue any contract as a result of this RFP.

#### **2.16. COMMITMENT OF FUNDS**

The Director of HCA or his/her delegate is the only individual who may legally commit HCA to the expenditures of funds for a contract resulting from this RFP. No cost chargeable to the proposed contract may be incurred before receipt of a fully executed contract.

#### **2.17. ELECTRONIC PAYMENT**

The state of Washington prefers to utilize electronic payment in its transactions. The ASB will be provided a form to complete with the contract to authorize such payment method.

#### **2.18. INSURANCE COVERAGE**

As a requirement of the resultant contract, the ASB is to furnish HCA with a certificate(s) of insurance executed by a duly authorized representative of each insurer, showing compliance with the insurance requirements set forth below.

The ASB must, at its own expense, obtain and keep in force insurance coverage which will be maintained in full force and effect during the term of the contract. The ASB must furnish evidence in the form of a Certificate of Insurance that insurance will be provided, and a copy must be forwarded to HCA within 15 days of the contract effective date.

#### 2.18.1 Liability Insurance

2.18.1.1. Commercial General Liability Insurance: ASB will maintain commercial general liability (CGL) insurance and, if necessary, commercial umbrella insurance, with a limit of not less than \$1,000,000 per each occurrence. If CGL insurance contains aggregate limits, the General Aggregate limit must be at least twice the "each occurrence" limit. CGL insurance must have products-completed operations aggregate limit of at least two times the "each occurrence" limit. CGL insurance must be written on ISO occurrence form CG 00 01 (or a substitute form providing equivalent coverage). All insurance must cover liability assumed under an insured contract (including the tort liability of another assumed in a business contract), and contain separation of insureds (cross liability) condition.

Additionally, the ASB is responsible for ensuring that any subcontractors provide adequate insurance coverage for the activities arising out of subcontracts.

2.18.1.2. Business Auto Policy: As applicable, the ASB will maintain business auto liability and, if necessary, commercial umbrella liability insurance with a limit not less than \$1,000,000 per accident. Such insurance must cover liability arising out of "Any Auto." Business auto coverage must be written on ISO form CA 00 01, 1990 or later edition, or substitute liability form providing equivalent coverage.

#### 2.18.2 Employers Liability ("Stop Gap") Insurance

In addition, the ASB will buy employers liability insurance and, if necessary, commercial umbrella liability insurance with limits not less than \$1,000,000 each accident for bodily injury by accident or \$1,000,000 each employee for bodily injury by disease.

2.18.3 Cyber-Liability Insurance / Privacy Breach Coverage. For the purposes of this section the following definitions apply:

**Breach** – means the unauthorized acquisition, access, use, or disclosure of Data shared under any resulting Contract that compromises the security, confidentiality, or integrity of the Data.

**Confidential Information** – is information that is exempt from disclosure to public or other unauthorized persons under 42.56 RCW or other federal or state laws. Confidential Information includes, but is not limited to, Personal Information and Protected Health Information.

**Data** – means information that is disclosed or exchanged between HCA and Apparent Successful Bidder. Data includes Confidential Information.

**Personal Information** – means information identifiable to any person, including but not limited to, information that relates to a person's name, health, finances, education, business, use, or receipt of governmental services or other activities, addresses, telephone numbers, social security numbers, driver's license numbers, credit card numbers, any other identifying numbers, and any financial identifiers.

**Protected Health Information (PHI)** – means information that relates to the provision of health care to an individual, the past, present, or future physical or mental health or condition of an individual, the past, present, or future payment for provision of health care to an individual. PHI includes demographic information that identifies the individual or about which there is reasonable basis to believe, can be used to identify the individual. PHI is information transmitted, maintained, or stored in any form or medium. PHI does not include education records covered by the Family Educational Right and Privacy Act, as amended.

For the term of any resulting Contract and three (3) years following its termination or expiration, ASB must maintain insurance to cover costs incurred in connection with a security incident, privacy Breach, or potential compromise of Data, including:

- 2.18.3.1. Computer forensics assistance to assess the impact of a Data Breach, determine root cause, and help determine whether and the extent to which notification must be provided to comply with Breach notification laws;
  - 2.18.3.2. Notification and call center services for individuals affected by a security incident, or privacy Breach;
  - 2.18.3.3. Breach resolution and mitigation services for individuals affected by a security incident or privacy Breach, including fraud prevention, credit monitoring, and identity theft assistance; and
  - 2.18.3.4. Regulatory defense, fines, and penalties from any claim in the form of a regulatory proceeding resulting from a violation of any applicable privacy or security law(s) or regulation(s).
- 2.18.4 Additional Provisions

Above insurance policy must include the following provisions:

- 2.18.4.1. Additional Insured. The state of Washington, HCA, its elected and appointed officials, agents and employees must be named as an additional insured on all general liability, excess, umbrella and property insurance policies. All insurance provided in compliance with this contract must be primary as to any other insurance or self-insurance programs afforded to or maintained by the state.
- 2.18.4.2. Cancellation. State of Washington, HCA, must be provided written notice before cancellation or non-renewal of any insurance referred to therein, in accord with the following specifications. Insurers subject to 48.18 RCW (Admitted and Regulation by the Insurance Commissioner): The insurer must give the state 45 days advance notice of cancellation or non-renewal. If cancellation is due to non-payment of premium, the state must be given ten days advance notice of cancellation. Insurers subject to 48.15 RCW (Surplus lines): The state must be given 20 days advance notice of cancellation. If cancellation is due to non-payment of premium, the state must be given ten days advance notice of cancellation.
- 2.18.4.3. Identification. Policy must reference the state's contract number and the Health Care Authority.
- 2.18.4.4. Insurance Carrier Rating. All insurance and bonds should be issued by companies admitted to do business within the state of Washington and have a rating of A-, Class VII or better in the most recently published edition of Best's Reports. Any exception must be reviewed and approved by the Health Care Authority Risk Manager, or the Risk Manager for the state of Washington, before the contract is accepted or work may begin. If an insurer is not admitted, all insurance policies and procedures for issuing the insurance policies must comply with chapter 48.15 RCW and 284-15 WAC.

2.18.4.5. Excess Coverage. By requiring insurance herein, the state does not represent that coverage and limits will be adequate to protect ASB, and such coverage and limits will not limit ASB's liability under the indemnities and reimbursements granted to the state in this Contract.

#### 2.18.5 Workers' Compensation Coverage

The ASB will at all times comply with all applicable workers' compensation, occupational disease, and occupational health and safety laws, statutes, and regulations to the full extent applicable. The state will not be held responsive in any way for claims filed by the ASB or their employees for services performed under the terms of this contract.

### 3. PROPOSAL CONTENTS

#### ELECTRONIC PROPOSALS:

Proposals must be written in English and submitted electronically to the RFP Coordinator in the order noted below:

- A. Letter of Submittal, including signed Certifications and Assurances (Exhibit A to this RFP)
- B. Technical Proposal
- C. Management Proposal, including completed Organizational Matrix (Exhibit E to this RFP) and completed Staff Matrix (Exhibit F to this RFP)
- D. Cost Proposal
- E. Diverse Business Inclusion Plan (Exhibit B to this RFP)
- F. Executive Order 18-03 (Exhibit C to this RFP)

Proposals must provide information in the same order as presented in this document with the same headings.

Items marked “mandatory” must be included as part of the proposal for the proposal to be considered responsive; however, these items are not scored. Items marked “scored” are those that are awarded points as part of the evaluation conducted by the evaluation team.

#### **3.1. LETTER OF SUBMITTAL (MANDATORY)**

The Letter of Submittal and the attached Certifications and Assurances form (Exhibit A to this RFP) must be signed and dated by a person authorized to legally bind the Bidder to a contractual relationship, e.g., the President or Executive Director if a corporation, the managing partner if a partnership, or the proprietor if a sole proprietorship. Along with introductory remarks, the Letter of Submittal is to include by attachment the following information about the Bidder and any proposed subcontractors:

- 3.1.1 Name, address, principal place of business, telephone number, and fax number/e-mail address of legal entity or individual with whom contract would be written.
- 3.1.2 Name, address, and telephone number of each principal officer (President, Vice President, Treasurer, Chairperson of the Board of Directors, etc.).
- 3.1.3 Legal status of the Bidder (sole proprietorship, partnership, corporation, etc.) and the year the entity was organized to do business as the entity now substantially exists.
- 3.1.4 Federal Employer Tax Identification number or Social Security number and the Washington Uniform Business Identification (UBI) number issued by the state of Washington Department of Revenue. If the Bidder does not have a UBI number, the Bidder must state that it will become licensed in Washington within 30 calendar days of being selected as the Apparent Successful Bidder.
- 3.1.5 Location of the facility from which the Bidder would operate.
- 3.1.6 Identify any state employees or former state employees employed or on the firm’s governing board as of the date of the proposal. Include their position and responsibilities within the Bidder’s organization. If following a review of this information, it is determined by HCA that a conflict of interest exists, the Bidder may be disqualified from further consideration for the award of a contract.
- 3.1.7 Any information in the proposal that the Bidder desires to claim as proprietary and exempt from disclosure under the provisions of RCW 42.56 must be clearly designated. The page

must be identified and the particular exemption from disclosure upon which the Bidder is making the claim must be listed. Each page claimed to be exempt from disclosure must be clearly identified by the word "Proprietary" printed on the lower right hand corner of the page. In your Letter of Submittal, please list which pages and sections that have been marked "Proprietary" and the particular exemption from disclosure upon which the Bidder is making the claim.

### 3.2. TECHNICAL PROPOSAL (SCORED)

The Technical Proposal must contain a comprehensive description of services including the following elements:

- 3.2.1 Explain how the Bidder would build capacity within the HCA qualification requirements if the volume of Work Orders increases beyond the initial staffing submitted?
- 3.2.2 Explain in detail the Bidder's strategy for hiring staff, and explain the difference between the Bidders hiring method between employees vs. 1099 staff.
- 3.2.3 Describe your staff turnover rate, the efforts set forth to retain staff, and explain the longevity of working staff.
- 3.2.4 Describe the Bidders unique skills and attributes that sets the Bidder apart from other vendors who provide the services as specified within the RFP.
- 3.2.5 Describe the Bidders ability to provide staff that are available for and assessable to be on HCA premises up to five (5) days a week.
- 3.2.6 HCA has a need for part time work assignments, such as workgroup facilitation 1-2 times a month, or PM assistance for projects that need less than ½ time of an FTE. Explain how the Bidder would be able to meet HCA's needs and expectations in these part time scenarios.

### 3.3. MANAGEMENT PROPOSAL

- 3.3.1 Project Team Structure/Internal Controls (SCORED) – Provide a description of the proposed project team structure and internal controls to be used during the course of the project, including any subcontractors. Provide an organizational chart of your firm indicating lines of authority for personnel involved in performance of this potential contract and relationships of this staff to other programs or functions of the firm. This chart must also show lines of authority to the next senior level of management. Include who within the firm will have prime responsibility and final authority for the work.
- 3.3.2 Experience of the Bidder (SCORED) - Indicate the experience the Bidder, the organization as a whole, has in the following areas associated with:
  - 3.3.2.1. Complete Exhibit E: *Organizational Matrix* to describe the organizational experience. Include time frames and outcomes achieved for each experience listed. Also specify the overall years of experience in the categories listed. This matrix will help communicate to HCA of the Bidders organizations history and experience in the areas HCA is asking for support (Limit response to **8 pages or less**).
- 3.3.3 Staff Experience, Qualifications and Certifications (SCORED)
  - 3.3.3.1. Provide a detailed resume for each staff person (**4 pages or less**) for each submitted for this contract, including subcontractors, if applicable. Include time frames and outcomes achieved for each work experience listed. Also specify the overall years of experience in the categories listed. This will be the evidence HCA uses to score the



individual experience and certifications. The Bidder must commit that staff identified in its proposal will actually perform the assigned work. Any staff substitution must have the prior approval of HCA.

- 3.3.3.2. Provide evidence of certifications (electronic copies and/or certification numbers that can be validated), or attestation that the required certifications will be obtained within 30 days of the execution of the Contract.
- 3.3.3.3. Complete Exhibit F: *Staff Matrix* which describes for HCA, using 'X's for each box, which staff are Key staff and which have the required certifications and experience.

#### 3.3.4 Related Information (MANDATORY)

- 3.3.4.1. If the Bidder or any subcontractor contracted with the state of Washington during the past 24 months, indicate the name of the agency, the contract number, and project description and/or other information available to identify the contract.
- 3.3.4.2. If the Bidder's staff or subcontractor's staff was an employee of the state of Washington during the past 24 months, or is currently a Washington State employee, identify the individual by name, the agency previously or currently employed by, job title or position held, and separation date.
- 3.3.4.3. If the Bidder has had a contract terminated for default in the last five years, describe such incident. Termination for default is defined as notice to stop performance due to the Bidder's non-performance or poor performance and the issue of performance was either (a) not litigated due to inaction on the part of the Bidder, or (b) litigated and such litigation determined that the Bidder was in default.
- 3.3.4.4. Submit full details of the terms for default including the other party's name, address, and phone number. Present the Bidder's position on the matter. HCA will evaluate the facts and may, at its sole discretion, reject the proposal on the grounds of the past experience. If no such termination for default has been experienced by the Bidder in the past five years, so indicate.

3.3.5 References (MANDATORY) List names, addresses, telephone numbers, and fax numbers/e-mail addresses of three business references for the Bidder and three business references for the lead staff person for whom work has been accomplished and briefly describe the type of service provided. Do not include current HCA staff as references. By submitting a proposal in response to this RFP, the vendor and team members grant permission to HCA to contact these references and others, who from HCA's perspective, may have pertinent information. HCA may or may not, at HCA's discretion, contact references. HCA may evaluate references at HCA's discretion.

#### 3.3.6 OMWBE Certification (OPTIONAL AND NOT SCORED)

Include proof of certification issued by the Washington State Office of Minority and Women's Business Enterprises (OMWBE) if certified minority-owned firm and/or women-owned firm(s) will be participating on this project. For information:  
<http://www.omwbe.wa.gov>.

### **3.4. EXECUTIVE ORDER 18-03 (SCORED)**

Pursuant to RCW 39.26.160(3) and consistent with Executive Order 18-03 – Supporting Workers' Rights to Effectively Address Workplace Violations (dated June 12, 2018), HCA will evaluate bids for best value and provide a bid preference in the amount of 5 points to any Bidder who certifies, pursuant to the certification attached as Exhibit C, that their firm does NOT require its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waiver. Bidders that do require their employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waiver will not be disqualified evaluation of this RFP, however they will receive 0 out of 5 points for this section.

### 3.5. COST PROPOSAL

The evaluation process is designed to award this procurement not necessarily to the Bidder of least cost, but rather to the Bidder whose proposal best meets the requirements of this RFP. However, Bidders are encouraged to submit proposals which are consistent with state government efforts to conserve state resources.

#### 3.5.1 Identification of Costs (SCORED)

Identify an hourly rate(s) to be charged per each role as identified in Exhibit D: *Contractor Roles and Responsibilities*, to perform the services as described in the RFP. The hourly rate(s) should be inclusive of all costs of performing the work. Bidders are required to collect and pay Washington state sales and use taxes, as applicable.

Costs for subcontractors are to be broken out separately. Please note if any subcontractors are certified by the Office of Minority and Women's Business Enterprises.

#### 3.5.2 Computation

The score for the cost proposal will be computed by the average of the hourly rates received for the four (4) identified roles in Exhibit D, and will be divided into the lowest bidder average rate. The resulting number will be multiplied by the maximum possible points for the cost section. The Bidder with the lowest average rate will automatically receive full points for the cost section.

## 4. EVALUATION AND CONTRACT AWARD

### 4.1. EVALUATION PROCEDURE

Responsive Proposals will be evaluated strictly in accordance with the requirements stated in this RFP and any addenda issued. The evaluation of proposals will be accomplished by an evaluation team(s), to be designated by HCA, which will determine the ranking of the proposals. The evaluation team may meet to discuss the proposals. Evaluations will only be based upon information provided in the Bidder's Proposal.

All proposals received by the stated deadline, Section 2.2, *Estimated Schedule of Procurement Activities*, will be reviewed by the RFP Coordinator to ensure that the Proposals contain all of the required information requested in the RFP. Only responsive Proposals that meet the requirements will be evaluated by the evaluation team. Any Bidder who does not meet the stated qualifications or any Proposal that does not contain all of the required information will be rejected as non-responsive.

The RFP Coordinator may, at his or her sole discretion, contact the Bidder for clarification of any portion of the Bidder's Proposal. Bidders should take every precaution to ensure that all answers are clear, complete, and directly address the specific requirement.

Responsive Proposals will be reviewed and scored by an evaluation team using a weighted scoring system, Section 4.2, *Evaluation Weighting and Scoring*. Proposals will be evaluated strictly in accordance with the requirements set forth in this RFP and any addenda issued.

HCA will then select the top-scoring firms as finalists for oral presentations.

### 4.2. EVALUATION WEIGHTING AND SCORING

The following weighting and points will be assigned to the proposal for evaluation purposes:

Technical Proposal – 22.5%	45 points
3.2.1 Bidders ability to build capacity	5 points (maximum)
3.2.2 Bidders hiring strategy and method	5 points (maximum)
3.2.3 Staff turnover and staff retaining	5 points (maximum)
3.2.4 Bidders uniqueness in the field	5 points (maximum)
3.2.5 Staffs availability and accessibility	10 points (maximum)
3.2.6 Ability to meet PT assignment needs	15 points (maximum)
Management Proposal – 60%	120 points
Project Team Structure/ Internal Controls	20 points (maximum)
Experience of the Bidder- (Exhibit E: Organizational Matrix)	50 points (maximum)
Staff Experience, Qualifications & Certification- (Exhibit F: Staff Matrix)	50 points (maximum)
Cost Proposal – 15%	30 points
Executive Order 18-03 – 2.5%	5 points
<b>TOTAL</b>	<b>200 POINTS</b>

HCA reserves the right to award the contract to the Bidder whose proposal is deemed to be in the best interest of HCA and the state of Washington.

### **4.3. ORAL PRESENTATIONS**

After evaluating the written proposals HCA will elect to schedule oral presentations of the top-scored Bidders. HCA will contact the top-scoring firm(s) from the written evaluation to schedule a date, time, and location. Commitments made by the Bidder at the oral interview, if any, will be considered binding. The Bidders proposed staff in the Proposal will be required to participate in the oral presentations. HCA highly encourages the staff to be physically present, or at minimum be present via Skype.

The scores from the written proposals and the oral presentations will be combined together to determine the Apparent Successful Bidder(s).

### **4.4. SUBSTANTIALLY EQUIVALENT SCORES**

Substantially equivalent scores are scores separated by two percent or less in total points. If multiple Proposals receive a Substantially Equivalent Score, HCA may leave the matter as scored, or select as the ASB the one Proposal that is deemed by HCA, in its sole discretion, to be in HCA's best interest relative to the overall purpose and objective as stated in Sections 1.1 and 1.2 of this RFP.

If applicable, HCA's best interest will be determined by HCA managers and executive officers, who have sole discretion over this determination. The basis for such determination will be communicated in writing to all Bidders with equivalent scores.

### **4.5. NOTIFICATION TO BIDDERS**

HCA will notify the ASB of their selection in writing upon completion of the evaluation process. Bidders whose proposals were not selected for further negotiation or award will be notified separately by e-mail.

### **4.6. DEBRIEFING OF UNSUCCESSFUL BIDDERS**

Any Bidder who has submitted a Proposal and been notified it was not selected for contract award may request a debriefing. The request for a debriefing conference must be received by the RFP Coordinator no later than 5:00 p.m., local time, in Olympia, Washington, within three business days after the Unsuccessful Bidder Notification is e-mailed to the Bidder. The debriefing will be held within three business days of the request, or as schedules allow.

Discussion at the debriefing conference will be limited to the following:

- 4.6.1 Evaluation and scoring of the Bidder's Proposal;
- 4.6.2 Critique of the Proposal based on the evaluation; and
- 4.6.3 Review of the Bidder's final score in comparison with other final scores without identifying the other Bidders.

Topics a Bidder could have raised as part of the complaint process (Section 2.10) cannot be discussed as part of the debriefing conference, even if the Bidder did not submit a complaint.

Comparisons between proposals, or evaluations of the other proposals will not be allowed. Debriefing conferences may be conducted in person or on the telephone and will be scheduled for a maximum of thirty (30) minutes.

## 4.7. PROTEST PROCEDURE

A bid protest may be made only by Bidders who submitted a response to this RFP and who have participated in a debriefing conference. Upon completing the debriefing conference, the Bidder is allowed five business days to file a protest with the RFP Coordinator. Protests must be received by the RFP Coordinator no later than 4:30 p.m., local time, in Olympia, Washington on the fifth business day following the debriefing. Protests may be submitted by e-mail or by mail.

Bidders protesting this RFP must follow the procedures described below. Protests that do not follow these procedures will not be considered. This protest procedure constitutes the sole administrative remedy available to Bidders under this RFP.

All protests must be in writing, addressed to the RFP Coordinator, and signed by the protesting party or an authorized agent. The protest must state (1) the RFP number, (2) the grounds for the protest with specific facts, (3) complete statements of the action(s) being protested, and (4) the relief or corrective action being requested.

4.7.1 Only protests alleging an issue of fact concerning the following subjects will be considered:

- 4.7.1.1. A matter of bias, discrimination, or conflict of interest on the part of an evaluator;
- 4.7.1.2. Errors in computing the score; or
- 4.7.1.3. Non-compliance with procedures described in the RFP or HCA requirements.

Protests based on anything other than those items listed above will not be considered. Protests will be rejected as without merit to the extent they address issues such as: 1) an evaluator's professional judgment on the quality of a Proposal; or 2) HCA's assessment of its own needs or requirements.

Upon receipt of a protest, HCA will undertake a protest review. The HCA Director, or an HCA employee delegated by the HCA Director who was not involved in the RFP, will consider the record and all available facts. If the HCA Director delegates the protest review to an HCA employee, the Director nonetheless reserves the right to make the final agency decision on the protest. The HCA Director or his or her designee will have the right to seek additional information from sources he or she deems appropriate in order to fully consider the protest.

If HCA determines in its sole discretion that a protest from one Bidder may affect the interests of another Bidder, then HCA may invite such Bidder to submit its views and any relevant information on the protest to the RFP Coordinator. In such a situation, the protest materials submitted by each Bidder will be made available to all other Bidders upon request.

4.7.2 The final determination of the protest will:

- 4.7.2.1. Find the protest lacking in merit and uphold HCA's action; or
- 4.7.2.2. Find only technical or harmless errors in HCA's acquisition process and determine HCA to be in substantial compliance and reject the protest; or
- 4.7.2.3. Find merit in the protest and provide options to the HCA Director, which may include:
  - 4.7.2.3.1. Correct the errors and re-evaluate all Proposals; or
  - 4.7.2.3.2. Issue a new solicitation document and begin a new process; or
  - 4.7.2.3.3. Make other findings and determine other courses of action as appropriate.

If the protest is not successful, HCA will enter into a contract with the ASB(s), assuming the parties reach agreement on the contract's terms.

## 5. RFP EXHIBITS

Exhibit A	Certifications and Assurances
Exhibit B	Diverse Business Inclusion Plan
Exhibit C	Executive Order 18-03
Exhibit D	Contractor Roles and Responsibilities
Exhibit E	Organizational Matrix
Exhibit F	Staff Matrix
Exhibit G	Service Contract Format including General Terms and Conditions (GT&Cs)

**CERTIFICATIONS AND ASSURANCES**

I/we make the following certifications and assurances as a required element of the proposal to which it is attached, understanding that the truthfulness of the facts affirmed here and the continuing compliance with these requirements are conditions precedent to the award or continuation of the related contract:

1. I/we declare that all answers and statements made in the proposal are true and correct.
2. The prices and/or cost data have been determined independently, without consultation, communication, or agreement with others for the purpose of restricting competition. However, I/we may freely join with other persons or organizations for the purpose of presenting a single proposal.
3. The attached proposal is a firm offer for a period of 120 days following receipt, and it may be accepted by HCA without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the 120-day period.
4. In preparing this proposal, I/we have not been assisted by any current or former employee of the state of Washington whose duties relate (or did relate) to this proposal or prospective contract, and who was assisting in other than his or her official, public capacity. If there are exceptions to these assurances, I/we have described them in full detail on a separate page attached to this document.
5. I/we understand that HCA will not reimburse me/us for any costs incurred in the preparation of this proposal. All proposals become the property of HCA, and I/we claim no proprietary right to the ideas, writings, items, or samples, unless so stated in this proposal.
6. Unless otherwise required by law, the prices and/or cost data which have been submitted have not been knowingly disclosed by the Bidder and will not knowingly be disclosed by him/her prior to opening, directly or indirectly, to any other Bidder or to any competitor.
7. I/we agree that submission of the attached proposal constitutes acceptance of the solicitation contents and the attached sample contract and general terms and conditions. If there are any exceptions to these terms, I/we have described those exceptions in detail on a page attached to this document.
8. No attempt has been made or will be made by the Bidder to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.
9. I/we grant HCA the right to contact references and other, who may have pertinent information regarding the ability of the Bidder and the lead staff person to perform the services contemplated by this RFP.
10. If any staff member(s) who will perform work on this contract has retired from the State of Washington under the provisions of the 2008 Early Retirement Factors legislation, his/her name(s) is noted on a separately attached page.

We (circle one) **are / are not** submitting proposed Contract exceptions. (See Section 2.12, Contract and General Terms and Conditions.) If Contract exceptions are being submitted, I/we have attached them to this form.

**On behalf of the Bidder submitting this proposal, my name below attests to the accuracy of the above statement. *If electronic, also include: We are submitting a scanned signature of this form with our proposal.***

---

Signature of Bidder

---

Title

---

Date



DIVERSE BUSINESS INCLUSION PLAN

Do you anticipate using, or is your firm, a State Certified Minority Business?	Y/N
Do you anticipate using, or is your firm, a State Certified Women’s Business?	Y/N
Do you anticipate using, or is your firm, a State Certified Veteran Business?	Y/N
Do you anticipate using, or is your firm, a Washington State Small Business?	Y/N

If you answered No to all of the questions above, please explain:

---

Please list the approximate percentage of work to be accomplished by each group:

Minority                    \_\_\_%  
Women                    \_\_\_%  
Veteran                    \_\_\_%  
Small Business           \_\_\_%

Please identify the person in your organization to manage your Diverse Inclusion Plan responsibility.

Name: \_\_\_\_\_

Phone: \_\_\_\_\_

E-Mail: \_\_\_\_\_

**CONTRACTOR CERTIFICATION  
EXECUTIVE ORDER 18-03 – WORKERS’ RIGHTS  
WASHINGTON STATE GOODS & SERVICES CONTRACTS**

*Pursuant to the Washington State Governor’s Executive Order 18-03 (dated June 12, 2018), the Washington State Health Care Authority is seeking to contract with qualified entities and business owners who certify that their employees are not, as a condition of employment, subject to mandatory individual arbitration clauses and class or collective action waivers.*

Solicitation No.:        RFP#

I hereby certify, on behalf of the firm identified below, as follows (check one):

**NO MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES.** This firm does NOT require its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

OR

**MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES.** This firm requires its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

I hereby certify, under penalty of perjury under the laws of the State of Washington, that the certifications herein are true and correct and that I am authorized to make these certifications on behalf of the firm listed herein.

FIRM NAME: \_\_\_\_\_  
Name of Contractor/Bidder – Print full legal entity name of firm

By: \_\_\_\_\_  
Signature of authorized person

\_\_\_\_\_  
Print Name of person making certifications for firm

Title: \_\_\_\_\_  
Title of person signing certificate

Place: \_\_\_\_\_  
Print city and state where signed

Date: \_\_\_\_\_

**Contractor Roles and Responsibilities**

Role	Responsibilities
<p><b>Executive Consultant</b></p>	<p>Fundamental concepts</p> <ol style="list-style-type: none"> <li>1) Reports to the sponsor directly.</li> <li>2) Some decision making on the project as directed by the sponsor.</li> <li>3) Provide project strategy recommendations to sponsor.</li> <li>4) Specific technical or SME experience and/or knowledge that benefits/informs the project work.</li> <li>5) Work is primarily at the executive management level with decision makers.</li> </ol> <p><u>Sample details of skills/duties</u></p> <ul style="list-style-type: none"> <li>• Facilitate at any organizational level, especially the executive level.</li> <li>• Lead executive check-in meetings as needed for deliverable progress.</li> <li>• Leadership to identify and meet project success goals.</li> <li>• Establish and build strong sponsor relationships.</li> <li>• Establish and build strong stakeholder relationships.</li> <li>• Excellent communications with executive stakeholders.</li> <li>• Identify, document and shepherd key issues and risks.</li> <li>• Escalate key issues and coordinate decision making.</li> <li>• Track project progress and ensure forward movement of work to success.</li> <li>• Develop agendas, track action items and notes from meetings, or provide leadership a resource that does.</li> </ul> <p>Agile specific sample duties</p> <ul style="list-style-type: none"> <li>• Lead/coach agile transformation strategies.</li> <li>• Lead/coach scaled agile techniques.</li> <li>• Performance monitoring.</li> </ul>
<p><b>Project Manager</b></p>	<p>Fundamental concepts:</p> <ol style="list-style-type: none"> <li>1) Reports to the sponsor directly.</li> <li>2) Some decision making on the project as directed by the sponsor.</li> <li>3) Provide leadership for project team on day to day work.</li> <li>4) Strategy recommendations for project to sponsor.</li> <li>5) Specific technical or SME experience and/or knowledge that benefits/informs the project work.</li> </ol> <p><u>Sample details of skills/duties:</u></p> <ol style="list-style-type: none"> <li>6) Facilitate and lead team project and check-in meetings as needed for task and deliverable progress.</li> <li>7) Determine, document and distribute project status on agreed upon schedule.</li> <li>8) Establish and maintain regular meetings with the project sponsor.</li> <li>9) Develop agendas, track action items and notes from meetings (or provide a resource that does).</li> <li>10) Establish and maintain team meetings, teamwork and collaboration.</li> <li>11) Establish and build strong sponsor relationships.</li> <li>12) Establish and build strong stakeholder relationships.</li> <li>13) Lead the development of the work plan and maintain current work plan status.</li> <li>14) Develop and publish periodic status reports.</li> <li>15) Coordinate and track the delivery of the project deliverables.</li> <li>16) Identify, document and shepherd project issues and risks.</li> <li>17) Escalate project issues and coordinate decision making.</li> <li>18) Track the project progress and ensure forward movement of work.</li> <li>19) Review HCA PMO best practices, tools and templates.</li> </ol> <p>Agile specific sample duties:</p> <ol style="list-style-type: none"> <li>20) Lead standup meetings.</li> <li>21) Manage the backlog.</li> </ol>

	<p>22) Lead sprint planning.  23) Facilitate retrospectives.  24) Advise the product owner.</p>
<b>Project Coordinator</b>	<p>Fundamental concepts:</p> <ol style="list-style-type: none"> <li>1) Limited decision making, acts as a coordinator for the functional manager or specified staff.</li> <li>2) Works closely with project team; limited interaction with or reporting to the sponsor.</li> <li>3) Coaches project team on effective processes.</li> </ol> <p><u>Sample details of skills/duties:</u></p> <ul style="list-style-type: none"> <li>• Facilitate team project and check-in meetings as needed for task and deliverable progress.</li> <li>• Document and distribute project status on agreed upon schedule.</li> <li>• Establish and maintain regular meetings with the business leader.</li> <li>• Develop agendas, track action items and notes from meetings.</li> <li>• Document the development of the work plan and maintain current work plan status.</li> <li>• Develop and publish periodic status reports.</li> <li>• Coordinate, track, and report on the delivery of the project deliverables.</li> <li>• Identify and track project issues and risks.</li> <li>• Identify and document project issues and risks.</li> <li>• Track the project progress and ensure forward movement of work.</li> <li>• Review HCA PMO best practices, tools and templates.</li> </ul> <p>Additional sample duties specific to agile:</p> <ul style="list-style-type: none"> <li>• Coordinate standup meetings.</li> <li>• Coordinate/document the backlog.</li> <li>• Support sprint planning.</li> <li>• Assist with retrospectives.</li> </ul>
<b>Business Analyst</b>	<p>Fundamental concepts:</p> <ol style="list-style-type: none"> <li>1) No decision making, acts as expert SME in analyzing business objectives and processes to identify, document and validate problems, opportunities and possible solutions.</li> <li>2) Works closely with project team, organizational SMEs and project lead.</li> <li>3) Coaches project team on effective business analysis processes and techniques.</li> </ol> <p><u>Sample details of skills/duties:</u></p> <ul style="list-style-type: none"> <li>• Assisting with the business case.</li> <li>• Eliciting requirements with stakeholders.</li> <li>• Requirements organization.</li> <li>• Translating and simplifying requirements.</li> <li>• Requirements management and communication.</li> <li>• Requirements analysis.</li> <li>• Modeling techniques and methods.</li> <li>• Creating a detailed business analysis.</li> <li>• Documenting identified business problems.</li> <li>• Identifying and outlining opportunities.</li> <li>• Documenting sound business solutions.</li> <li>• Budgeting and forecasting.</li> <li>• Planning and monitoring.</li> <li>• Financial modelling.</li> <li>• Variance Analysis.</li> <li>• Pricing.</li> <li>• Reporting.</li> </ul>

	<ul style="list-style-type: none"><li>• Stakeholder engagement for collection gathering and reporting results.</li><li>• Understanding the regulatory environment constraints and opportunities.</li></ul> <p>Additional sample duties specific to agile:</p> <ul style="list-style-type: none"><li>• Write user epics and stories.</li><li>• Understand user business processes and goals.</li><li>• Write test scenarios.</li><li>• Test and validate test results.</li><li>• Assist with retrospectives.</li></ul>
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**Organizational Matrix**

Below is a general template HCA will require as part of the bidder response for describing organizational experience. This matrix will help communicate your organizational history and experience to HCA reviewers who will evaluate your competency in the areas where HCA requires support.

**Instructions:**

For each row, describe specific successes and outcomes your organization achieved in the course of similar work, including time frames. Please name the customer or business area if possible. Also include overall years of experience in the categories listed. **(Limit to 8 pages).**

**NOTE: Please use the Word version of this template which is separately attached.**

Category	Description	Organizational Experience
Minimum Qualifications	5 years' experience successfully managing large complex projects involving multiple business/program partners, cross agency/enterprise wide.	
	5 years' experience in the health care industry, with one or more relevant project(s).	
	5 years' experience on one or more project(s) with government partners (Municipal, county, state, federal, etc.)	
Highly Desired Experience	Prosci, Inc. Change Management certified practitioner (list experience using these tools, and if not explain what tools have been used).	
	Continuous Process Improvement or Problem Solving certification (list experience using these tools).	
	Prior experience using the PPM tool called Clarizen (if not, explain what PPM tools have been used).	
	Significant experience in working with a health purchasing state agency on large complex initiatives or projects.	
	Significant experience leading projects with state-level agency and program changes, including mergers,	

Highly Desired Experience (continued)	acquisitions, creation and restructures.	
	Significant experience collecting and managing requirements, and certified with a professional Business Analysis program.	
	Significant experience managing IT related projects.	
Describe experience in the six (6) SOW areas	Overall PM skills and experience outlined in PMBOK.	
	IT experience and knowledge	
	People/Organizational change management	
	Process improvement - Lean	
	Experience and knowledge of public sector, health care, and HHS	
	Soft Skills	

**Staff Matrix**

Below is a general template HCA will require as part of the bidder response for identifying staff experience, qualifications and certifications. This matrix will help communication to the HCA reviewers which staff resumes meet the requirements.

**Instructions:**

1. In the first blue row please identify the staff name, and in the second blue row identify the proposed tier role for that particular staff, more than 1 role can be identified for the same staff. Add and/or delete columns as needed to accommodate the staff submitted.
2. Fill in Y/N on row 1 to identify which staff are key staff (senior staff that lead the work).
3. Fill in a Y/N for each of the staff columns to indicate which staff have the experience, qualifications and certifications that will be found in the resumes and certification validation the Bidder submitted. Limit each resume to **4 pages or less**.
4. Specify time frames and overall years of experience in each applicable category.

**NOTE: Please use the Word version of this template which is separately attached.**

Identify Key Staff → Y/N						
	Staff Name					
Proposed Tier Role(s)	As identified in Exhibit D: Contractor Roles and Responsibilities					
Mandatory Certifications	PMP Certification					
Desired Certifications	Prosci, Inc. Change Management certified practitioner (list experience using these tools).					
	Continuous Process Improvement or Problem Solving certification (list experience using these tools).					
Minimum Qualifications	5 years' experience successfully managing large complex projects involving multiple business/program partners, cross agency/enterprise wide.					
	5 years' experience in the health care industry, with one or more relevant project(s).					
	5 years' experience on one or more project(s) with government partners (Municipal, county, state, federal, etc.)					
Highly Desired Experience	Prior experience using the PPM tool called Clarizen or self-trained using the free Clarizen training modules.					
	Significant experience in working with a health purchasing state agency					



Highly Desired Experience (continued)	on large complex initiatives or projects.					
	Significant experience leading projects with state-level agency and program changes, including mergers, acquisitions, creation and restructures.					
	Significant experience collecting and managing requirements, and certified with a professional Business Analysis program.					
	Significant experience managing IT related projects.					
Describe experience in the six (6) SOW areas	Overall PM skills and experience outlined in PMBOK.					
	IT experience and knowledge					
	People/Organizational change management					
	Process improvement - Lean					
	Experience and knowledge of public sector, health care, and HHS					
	Soft Skills					

	<p align="center"><b>PROFESSIONAL SERVICES CONTRACT for AS NEEDED PROJECT MANAGEMENT SERVICES</b></p>	<p>HCA Contract Number: K Resulting from Solicitation Number (If applicable: 2020HCA6 Contractor/Vendor Contract Number:</p>
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**THIS CONTRACT** is made by and between Washington State Health Care Authority, (HCA) and \_\_\_\_\_, (Contractor).

CONTRACTOR NAME		CONTRACTOR DOING BUSINESS AS (DBA)		
CONTRACTOR ADDRESS   Street		City	State	Zip Code
CONTRACTOR CONTACT		CONTRACTOR TELEPHONE	CONTRACTOR E-MAIL ADDRESS	
Is Contractor a Subrecipient under this Contract? <input type="checkbox"/> YES <input type="checkbox"/> NO		CFDA NUMBER(S):	FFATA Form Required <input type="checkbox"/> YES <input type="checkbox"/> NO	

HCA PROGRAM	HCA DIVISION/SECTION
HCA CONTACT NAME AND TITLE	HCA CONTACT ADDRESS Health Care Authority 626 8th Avenue SE PO Box _____ Olympia, WA 98504- _____
HCA CONTACT TELEPHONE (360) 725-	HCA CONTACT E-MAIL ADDRESS

CONTRACT START DATE	CONTRACT END DATE	TOTAL MAXIMUM CONTRACT AMOUNT
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PURPOSE OF CONTRACT:
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The parties signing below warrant that they have read and understand this Contract, and have authority to execute this Contract. This Contract will be binding on HCA only upon signature by HCA.

CONTRACTOR SIGNATURE	PRINTED NAME AND TITLE	DATE SIGNED
HCA SIGNATURE	PRINTED NAME AND TITLE	DATE SIGNED

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**Attachments**

- Attachment 1: Confidential Information Security Requirements *(if applicable)*
- Attachment 2: Federal Compliance, Certifications and Assurances *(if applicable)*
- Attachment 3: Federal Funding Accountability and Transparency Act Data Collection Form *(if applicable)*

**Schedules**

- Schedule A: Statement of Work (SOW) As Needed Project Management Services

**Exhibits**

Exhibit A: HCA RFP No. 2020HCA6 for As Needed Project Management Services

Exhibit B: [Bidder Name] Response to HCA RFP No. 2020HCA6

**Note:** Exhibits A and B are not attached but are available upon request from the HCA Contracts Administrator.

# Contract #KXXX for As Needed Project Management Services

## Recitals

The state of Washington, acting by and through the Health Care Authority (HCA), issued a Request for Proposals (RFP) dated March 2, 2020. (Exhibit A) for the purpose of As Needed Project Management Services in accordance with its authority under chapters 39.26 and 41.05 RCW.

[Contractor Name] submitted a timely Response to HCA's RFP No. 2020HCA6 (Exhibit B).

HCA evaluated all properly submitted Responses to the above-referenced RFP and has identified [Contractor Name] as the Apparent Successful Bidder.

HCA has determined that entering into a Contract with [Contractor Name] will meet HCA's needs and will be in the State's best interest.

NOW THEREFORE, HCA awards to [Contractor Name] this Contract, the terms and conditions of which will govern Contractor's providing to HCA the As Needed Project Management Services.

IN CONSIDERATION of the mutual promises as set forth in this Contract, the parties agree as follows:

### 1. STATEMENT OF WORK (SOW)

The Contractor will provide the services and staff as described in Schedule A: *Statement of Work*.

### 2. WORK ORDER (WO)

HCA will develop and issue a Work Order detailing the deliverables, tasks and budget as needed, for the As Needed Project Management Services as outlined in this Contract. The WO must be signed by an authorized representatives of each party prior to work commencing.

### 3. DEFINITIONS

**"Authorized Representative"** means a person to whom signature authority has been delegated in writing acting within the limits of his/her authority.

**"Breach"** means the unauthorized acquisition, access, use, or disclosure of Confidential Information that compromises the security, confidentiality, or integrity of the Confidential Information.

**“Business Associate”** means a Business Associate as defined in 45 CFR 160.103, who performs or assists in the performance of an activity for or on behalf of HCA, a Covered Entity, that involves the use or disclosure of protected health information (PHI). Any reference to Business Associate in this DSA includes Business Associate’s employees, agents, officers, Subcontractors, third party contractors, volunteers, or directors.

**“Business Days and Hours”** means Monday through Friday, 8:00 a.m. to 5:00 p.m., Pacific Time, except for holidays observed by the state of Washington.

**“Centers for Medicare and Medicaid Services”** or **“CMS”** means the federal office under the Secretary of the United States Department of Health and Human Services, responsible for the Medicare and Medicaid programs.

**“CFR”** means the Code of Federal Regulations. All references in this Contract to CFR chapters or sections include any successor, amended, or replacement regulation. The CFR may be accessed at <http://www.ecfr.gov/cgi-bin/ECFR?page=browse>.

**“Confidential Information”** means information that may be exempt from disclosure to the public or other unauthorized persons under chapter 42.56 RCW or chapter 70.02 RCW or other state or federal statutes or regulations. Confidential Information includes, but is not limited to, any information identifiable to an individual that relates to a natural person’s health, (see also Protected Health Information); finances, education, business, use or receipt of governmental services, names, addresses, telephone numbers, social security numbers, driver license numbers, financial profiles, credit card numbers, financial identifiers and any other identifying numbers, law enforcement records, HCA source code or object code, or HCA or State security information.

**“Contract”** means this Contract document and all schedules, exhibits, attachments, incorporated documents and amendments.

**“Contractor”** means [Contractor Name], its employees and agents. Contractor includes any firm, provider, organization, individual or other entity performing services under this Contract. It also includes any Subcontractor retained by Contractor as permitted under the terms of this Contract.

**“Covered entity”** means a health plan, a health care clearinghouse or a health care provider who transmits any health information in electronic form to carry out financial or administrative activities related to health care, as defined in 45 CFR 160.103.

**“Data”** means information produced, furnished, acquired, or used by Contractor in meeting requirements under this Contract.

**“Effective Date”** means the first date this Contract is in full force and effect. It may be a specific date agreed to by the parties; or, if not so specified, the date of the last signature of a party to this Contract.

**“HCA Contract Manager”** means the individual identified on the cover page of this Contract who will provide oversight of the Contractor’s activities conducted under this Contract.

**“Health Care Authority”** or **“HCA”** means the Washington State Health Care Authority, any division, section, office, unit or other entity of HCA, or any of the officers or other officials lawfully representing HCA.

**"Overpayment"** means any payment or benefit to the Contractor in excess of that to which the Contractor is entitled by law, rule, or this Contract, including amounts in dispute.

**“Proprietary Information”** means information owned by Contractor to which Contractor claims a protectable interest under law. Proprietary Information includes, but is not limited to, information protected by copyright, patent, trademark, or trade secret laws.

**“Protected Health Information”** or **“PHI”** means individually identifiable information that relates to the provision of health care to an individual; the past, present, or future physical or mental health or condition of an individual; or past, present, or future payment for provision of health care to an individual, as defined in 45 CFR 160.103. Individually identifiable information is information that identifies the individual or about which there is a reasonable basis to believe it can be used to identify the individual, and includes demographic information. PHI is information transmitted, maintained, or stored in any form or medium. 45 CFR 164.501. PHI does not include education records covered by the Family Educational Rights and Privacy Act, as amended, 20 USC 1232g(a)(4)(b)(iv).

**“Response”** means Contractor’s Response to HCA’s RFP No. 2020HCA6 for As Needed Project Management Services and is Exhibit B hereto.

**“RCW”** means the Revised Code of Washington. All references in this Contract to RCW chapters or sections include any successor, amended, or replacement statute. Pertinent RCW chapters can be accessed at: <http://apps.leg.wa.gov/rcw/>.

Use the appropriate type of procurement, e.g., RFQQ , etc.

**“RFP”** means the Request for Proposals used as the solicitation document to establish this Contract, including all its amendments and modifications and is Exhibit A hereto.

**“Statement of Work”** or **“SOW”** means a detailed description of the work activities the Contractor is required to perform under the terms and conditions of this Contract, including the deliverables and timeline, and is Schedule A hereto.

**“Subcontractor”** means a person or entity that is not in the employment of the Contractor, who is performing all or part of the business activities under this Contract under a separate contract with Contractor. The term “Subcontractor” means subcontractor(s) of any tier.



“**Subrecipient**” shall have the meaning given in 45 C.F.R. 75.2, or any successor or replacement to such definition, for any federal award from HHS; or 2 C.F.R. 200.93, or any successor or replacement to such definition, for any other federal award.

“**USC**” means the United States Code. All references in this Contract to USC chapters or sections will include any successor, amended, or replacement statute. The USC may be accessed at <http://uscode.house.gov/>

“**WAC**” means the Washington Administrative Code. All references to WAC chapters or sections will include any successor, amended, or replacement regulation. Pertinent WACs may be accessed at: <http://app.leg.wa.gov/wac/>.

#### **4. SPECIAL TERMS AND CONDITIONS**

##### **4.1 PERFORMANCE EXPECTATIONS**

Expected performance under this Contract includes, but is not limited to, the following:

- 4.1.1 Knowledge of applicable state and federal laws and regulations pertaining to subject of contract;
- 4.1.2 Use of professional judgment;
- 4.1.3 Collaboration with HCA staff in Contractor’s conduct of the services;
- 4.1.4 Conformance with HCA directions regarding the delivery of the services;
- 4.1.5 Timely, accurate and informed communications;
- 4.1.6 Regular completion and updating of project plans, reports, documentation and communications;
- 4.1.7 Regular, punctual attendance at all meetings; and
- 4.1.8 Provision of high quality services.

Prior to payment of invoices, HCA will review and evaluate the performance of Contractor in accordance with Contract and these performance expectations and may withhold payment if expectations are not met or Contractor’s performance is unsatisfactory.

##### **4.2 TERM**

- 4.2.1 The initial term of the Contract will commence on [Initiation Date], or date of last signature, whichever is later, and continue through [Expiration Date], unless terminated sooner as provided herein.

- 4.2.2 This Contract may be extended through [Date] in whatever time increments HCA deems appropriate. No change in terms and conditions will be permitted during these extensions unless specifically agreed to in writing.
- 4.2.3 Work performed without a contract or amendment signed by the authorized representatives of both parties will be at the sole risk of the Contractor. HCA will not pay any costs incurred before a contract or any subsequent amendment(s) is fully executed.

#### **4.3 ON-SITE CONTRACTOR ORIENTATION**

- 4.3.1 Contractors who will be working on site at HCA must attend a Contractor Orientation within 30 calendar days of commencing work at HCA, must successfully complete any required elements of the orientation, and must abide by all applicable policies and procedures provided at orientation.
- 4.3.2 Contractors who will be working on site will be assigned an identification card to access the building and will be granted use of one of the available Contractor Lounges. (Note: See Section 3.5 *On-Site Contractor's Work Space* below if Contract will be assigned an HCA work space).
- 4.3.3 If HCA determines in its sole discretion that the Contractor has violated any applicable policy or procedure while providing services under this Contract, or when HCA determines in its sole discretion that it is in the best interests of the state, HCA may terminate the Contractor's access to the Contractor Lounge or the Contractor's workstation, as applicable, upon ten calendar days' written notice.

#### **4.4 ON-SITE CONTRACTOR'S WORK SPACE**

If the Contractor is being assigned one or more workstations at HCA, the following additional provisions will apply.

- 4.4.1 HCA will assign the Contractor [#] workstation(s) and assess a workstation fee of \$        per month per workstation.
- 4.4.2 The Contractor must deduct the workstation fee as a separate line item from the amount due on its monthly invoices to HCA. If the Contractor has performed no billable work during a month, the Contractor will still be obligated to credit HCA the workstation fee for that month on its next invoice. If the Contractor has multiple contracts with HCA, the parties will agree and document which contract will be assessed the workstation fee.
- 4.4.3 HCA will prorate the monthly workstation fee if work begins or ends in the middle of the month. The fee will be divided by the number of days in the month, then multiplied by the number of days the contract was in effect.

- 4.4.4 If the Contractor fails to credit a monthly workstation fee to HCA, the parties specifically agree that HCA will deduct the workstation fee from the invoiced amount and authorize the corrected invoice for payment.

#### 4.5 COMPENSATION

- 4.5.1 The Maximum Compensation payable to Contractor for the performance of all things necessary for or incidental to the performance of work as set forth in Schedule A: *Statement of Work* is \$ \_\_\_\_\_, and includes any allowable expenses.

- 4.5.2 Contractor's compensation for services rendered will be based on the following rates or in accordance with the following terms.

- 4.5.3 Day-to-day expenses related to performance under the Contract, including but not limited to travel, lodging, meals, and incidentals, will not be reimbursed to Contractor. If Contractor is required by HCA to travel, any such travel must be authorized in writing by the HCA [Position Title] and reimbursement will be at rates not to exceed the then-current rules, regulations, and guidelines for State employees published by the Washington State Office of Financial Management in the Washington State Administrative and Accounting Manual (<http://www.ofm.wa.gov/policy/10.htm>); reimbursement will not exceed expenses actually incurred.

To receive reimbursement, Contractor must provide a detailed breakdown of authorized expenses and receipts for any expenses of \$50 or more.

- 4.5.4 Federal funds disbursed through this Contract were received by HCA through OMB Catalogue of Federal Domestic Assistance (CFDA) Number: [Enter CFDA#], [Enter Federal Program Name], [Enter Grant Award#], [Enter Grant Award Name]. Contractor agrees to comply with applicable rules and regulations associated with these federal funds and has signed Attachment 2: *Federal Compliance, Certification and Assurances*, attached.

#### 4.6 INVOICE AND PAYMENT

- 4.6.1 Contractor must submit accurate invoices to the following address for all amounts to be paid by HCA via e-mail to: [Acctspay@hca.wa.gov](mailto:Acctspay@hca.wa.gov). Include the HCA Contract number in the subject line of the email.

- 4.6.2 Invoices must describe and document to HCA's satisfaction a description of the work performed, the progress of the project, and fees. If expenses are invoiced, invoices must provide a detailed breakdown of each type. Any single expense in the amount of \$50.00 or more must be accompanied by a receipt in order to receive reimbursement. All invoices will be reviewed and must be approved by the Contract Manager or his/her designee prior to payment.

- 4.6.3 Contractor must submit properly itemized invoices to include the following information, as applicable:
- 4.6.3.1 HCA Contract number K ;
  - 4.6.3.2 Contractor name, address, phone number;
  - 4.6.3.3 Description of Services;
  - 4.6.3.4 Date(s) of delivery;
  - 4.6.3.5 Net invoice price for each item;
  - 4.6.3.6 Applicable taxes;
  - 4.6.3.7 Total invoice price; and
  - 4.6.3.8 Payment terms and any available prompt payment discount.
- 4.6.4 HCA will return incorrect or incomplete invoices to the Contractor for correction and reissue. The Contract Number must appear on all invoices, bills of lading, packages, and correspondence relating to this Contract.
- 4.6.5 In order to receive payment for services or products provided to a state agency, Contractor must register with the Statewide Payee Desk at <https://ofm.wa.gov/it-systems/statewide-vendorpayee-services/receiving-payment-state>. Payment will be considered timely if made by HCA within thirty (30) calendar days of receipt of properly completed invoices. Payment will be directly deposited in the bank account or sent to the address Contractor designated in its registration.
- 4.6.6 Upon expiration of the Contract, any claims for payment for costs due and payable under this Contract that are incurred prior to the expiration date must be submitted by the Contractor to HCA within sixty (60) calendar days after the Contract expiration date. HCA is under no obligation to pay any claims that are submitted sixty-one (61) or more calendar days after the Contract expiration date (“Belated Claims”). HCA will pay Belated Claims at its sole discretion, and any such potential payment is contingent upon the availability of funds.

#### **4.7 CONTRACTOR AND HCA CONTRACT MANAGERS**

- 4.7.1 Contractor’s Contract Manager will have prime responsibility and final authority for the services provided under this Contract and be the principal point of contact for the HCA Contract Manager for all business matters, performance matters, and administrative activities.
- 4.7.2 HCA’s Contract Manager is responsible for monitoring the Contractor’s performance and will be the contact person for all communications regarding contract performance and deliverables. The HCA Contract Manager has the authority to accept or reject the services provided and must approve Contractor’s invoices prior to payment.

4.7.3 The contact information provided below may be changed by written notice of the change (email acceptable) to the other party.

<b>CONTRACTOR</b> <b>Contract Manager Information</b>		<b>Health Care Authority</b> <b>Contract Manager Information</b>	
Name:		Name:	
Title:		Title:	
Address:		Address:	
Phone:		Phone:	
Email:		Email:	

**4.8 KEY STAFF**

4.8.1 Except in the case of a legally required leave of absence, sickness, death, termination of employment or unpaid leave of absence, Key Staff must not be changed during the term of the Statement of Work (SOW) from the people who were described in the Response for the first SOW or those Key Staff initially assigned to subsequent SOWs, without the prior written approval of HCA until completion of their assigned tasks.

4.8.2 During the term of the Statement of Work (SOW), HCA reserves the right to approve or disapprove Contractor’s Key Staff assigned to this Contract, to approve or disapprove any proposed changes in Contractor’s Key Staff, or to require the removal or reassignment of any Contractor staff found unacceptable by HCA, subject to HCA’s compliance with applicable laws and regulations. Contractor must provide a resume to HCA of any replacement Key Staff and all staff proposed by Contractor as replacements for other staff must have comparable or greater skills for performing the activities as performed by the staff being replaced.

**4.9 LEGAL NOTICES**

Any notice or demand or other communication required or permitted to be given under this Contract or applicable law is effective only if it is in writing and signed by the applicable party, properly addressed, and delivered in person, via email, or by a recognized courier service, or deposited with the United States Postal Service as first-class mail, postage prepaid certified mail, return receipt requested, to the parties at the addresses provided in this section.

4.9.1 In the case of notice to the Contractor:

[Contractor Contact Information]

4.9.2 In the case of notice to HCA:

**Attention:** Contracts Administrator  
Health Care Authority  
Division of Legal Services  
Post Office Box 42702  
Olympia, WA 98504-2702

- 4.9.3 Notices are effective upon receipt or four (4) Business Days after mailing, whichever is earlier.
- 4.9.4 The notice address and information provided above may be changed by written notice of the change given as provided above.

#### **4.10 INCORPORATION OF DOCUMENTS AND ORDER OF PRECEDENCE**

Each of the documents listed below is by this reference incorporated into this Contract. In the event of an inconsistency, the inconsistency will be resolved in the following order of precedence:

- 4.10.1 Applicable Federal and State of Washington statutes and regulations;
- 4.10.2 Recitals
- 4.10.3 Special Terms and Conditions;
- 4.10.4 General Terms and Conditions;
- 4.10.5** Attachment 1: Confidential Information Security Requirements; *(if applicable,)*
- 4.10.6 Attachment 2: *Federal Compliance, Certifications and Assurances; (if applicable,)*
- 4.10.7** Attachment 3: *Federal Funding Accountability and Transparency Act Data Collection Form; (if applicable,)*
- 4.10.8 Schedule A(s): Statement(s) of Work;
- 4.10.9 Exhibit A: *HCA RFP No. 2020HCA6 for As Neede Project Management Services, dated March 2, 2020;*
- 4.10.10 Exhibit B: *Contractor's Response* dated                   ; and
- 4.10.11 Any other provision, term or material incorporated herein by reference or otherwise incorporated.

#### **4.11 INSURANCE**

Contractor must provide insurance coverage as set out in this section. The intent of the required insurance is to protect the State should there be any claims, suits, actions, costs, damages or expenses arising from any negligent or intentional act or omission of

Contractor or Subcontractor, or agents of either, while performing under the terms of this Contract. Contractor must provide insurance coverage that is maintained in full force and effect during the term of this Contract, as follows:

- 4.11.1 Commercial General Liability Insurance Policy - Provide a Commercial General Liability Insurance Policy, including contractual liability, in adequate quantity to protect against legal liability arising out of contract activity but no less than \$1 million per occurrence/\$2 million general aggregate. Additionally, Contractor is responsible for ensuring that any Subcontractors provide adequate insurance coverage for the activities arising out of subcontracts.
- 4.11.2 Business Automobile Liability. In the event that services delivered pursuant to this Contract involve the use of vehicles, either owned, hired, or non-owned by the Contractor, automobile liability insurance is required covering the risks of bodily injury (including death) and property damage, including coverage for contractual liability. The minimum limit for automobile liability is \$1,000,000 per occurrence, using a Combined Single Limit for bodily injury and property damage.
- 4.11.3 Professional Liability Errors and Omissions – Provide a policy with coverage of not less than \$1 million per claim/\$2 million general aggregate.
- 4.11.4 The insurance required must be issued by an insurance company/ies authorized to do business within the state of Washington, and must name HCA and the state of Washington, its agents and employees as additional insured's under any Commercial General and/or Business Automobile Liability policy/ies. All policies must be primary to any other valid and collectable insurance. In the event of cancellation, non-renewal, revocation or other termination of any insurance coverage required by this Contract, Contractor must provide written notice of such to HCA within one (1) Business Day of Contractor's receipt of such notice. Failure to buy and maintain the required insurance may, at HCA's sole option, result in this Contract's termination.

Upon request, Contractor must submit to HCA a certificate of insurance that outlines the coverage and limits defined in the Insurance section. If a certificate of insurance is requested, Contractor must submit renewal certificates as appropriate during the term of the contract.

- 4.11.5 The Receiving Party certifies that it is self-insured, is a member of a risk pool, or maintains the types and amounts of insurance identified above and will provide certificates of insurance to that effect to HCA upon request.

Upon request, Contractor must submit to HCA a certificate of insurance that outlines the coverage and limits defined in the Insurance section. If a certificate of insurance is requested, Contractor must submit renewal certificates as appropriate during the term of the contract.

4.11.6 Privacy Breach Response Coverage. Contractor must maintain insurance to cover costs incurred in connection with a Breach, or potential Breach, including:

4.11.6.1 Computer forensics assistance to assess the impact of the Breach or potential Breach, determine root cause, and help determine whether and the extent to which notification must be provided to comply with Breach notification laws.

4.11.6.2 Notification and call center services for individuals affected by a Breach.

4.11.6.3 Breach resolution and mitigation services for individuals affected by a Breach, including fraud prevention, credit monitoring and identity theft assistance.

4.11.6.4 Regulatory defense, fines and penalties from any claim in the form of a regulatory proceeding resulting from a violation of any applicable privacy or security law(s) or regulation(s).

The policy must be maintained for the term of this Agreement and three (3) years following its termination.

## 5. GENERAL TERMS AND CONDITIONS

### 5.1 ACCESS TO DATA

In compliance with RCW 39.26.180 (2) and federal rules, the Contractor must provide access to any data generated under this Contract to HCA, the Joint Legislative Audit and Review Committee, the State Auditor, and any other state or federal officials so authorized by law, rule, regulation, or agreement at no additional cost. This includes access to all information that supports the findings, conclusions, and recommendations of the Contractor's reports, including computer models and methodology for those models.

### 5.2 ADVANCE PAYMENT PROHIBITED

No advance payment will be made for services furnished by the Contractor pursuant to this Contract.

### 5.3 AMENDMENTS

This Contract may be amended by mutual agreement of the parties. Such amendments will not be binding unless they are in writing and signed by personnel authorized to bind each of the parties.

### 5.4 ASSIGNMENT

5.4.1 Contractor may not assign or transfer all or any portion of this Contract or any of its rights hereunder, or delegate any of its duties hereunder, except delegations as set forth in Section 4.37, *Subcontracting*, without the prior written consent of HCA. Any



permitted assignment will not operate to relieve Contractor of any of its duties and obligations hereunder, nor will such assignment affect any remedies available to HCA that may arise from any breach of the provisions of this Contract or warranties made herein, including but not limited to, rights of setoff. Any attempted assignment, transfer or delegation in contravention of this Subsection 4.4.1 of the Contract will be null and void.

5.4.2 HCA may assign this Contract to any public agency, commission, board, or the like, within the political boundaries of the State of Washington, with written notice of thirty (30) calendar days to Contractor.

5.4.3 This Contract will inure to the benefit of and be binding on the parties hereto and their permitted successors and assigns.

## **5.5 ATTORNEYS' FEES**

In the event of litigation or other action brought to enforce the terms of this Contract, each party agrees to bear its own attorneys' fees and costs.

## **5.6 CHANGE IN STATUS**

In the event of any substantive change in its legal status, organizational structure, or fiscal reporting responsibility, Contractor will notify HCA of the change. Contractor must provide notice as soon as practicable, but no later than thirty (30) calendar days after such a change takes effect.

## **5.7 CONFIDENTIAL INFORMATION PROTECTION**

5.7.1 Contractor acknowledges that some of the material and information that may come into its possession or knowledge in connection with this Contract or its performance may consist of Confidential Information. Contractor agrees to hold Confidential Information in strictest confidence and not to make use of Confidential Information for any purpose other than the performance of this Contract, to release it only to authorized employees or Subcontractors requiring such information for the purposes of carrying out this Contract, and not to release, divulge, publish, transfer, sell, disclose, or otherwise make the information known to any other party without HCA's express written consent or as provided by law. Contractor agrees to implement physical, electronic, and managerial safeguards to prevent unauthorized access to Confidential Information (See Attachment 1: *Confidential Information Security Requirements*).

5.7.2 Contractors that come into contact with Protected Health Information may be required to enter into a Business Associate Agreement with HCA in compliance with the requirements of the Health Insurance Portability and Accountability Act of 1996, Pub. L. 104-191, as modified by the American Recovery and Reinvestment Act of 2009 ("ARRA"), Sec. 13400 – 13424, H.R. 1 (2009) (HITECH Act) (HIPAA).

- 5.7.3 HCA reserves the right to monitor, audit, or investigate the use of Confidential Information collected, used, or acquired by Contractor through this Contract. Violation of this section by Contractor or its Subcontractors may result in termination of this Contract and demand for return of all Confidential Information, monetary damages, or penalties.
- 5.7.4 The obligations set forth in this Section will survive completion, cancellation, expiration, or termination of this Contract.

## **5.8 CONFIDENTIAL INFORMATION SECURITY**

The federal government, including the Centers for Medicare and Medicaid Services (CMS), and the State of Washington all maintain security requirements regarding privacy, data access, and other areas. Contractor is required to comply with the Confidential Information Security Requirements set out in Attachment 1 to this Contract and appropriate portions of the Washington OCIO Security Standard, 141.10 (<https://ocio.wa.gov/policies/141-securing-information-technology-assets/14110-securing-information-technology-assets>).

## **5.9 CONFIDENTIAL INFORMATION BREACH – REQUIRED NOTIFICATION**

- 5.9.1 Contractor must notify the HCA Privacy Officer ([HCAPrivacyOfficer@hca.wa.gov](mailto:HCAPrivacyOfficer@hca.wa.gov)) within five Business Days of discovery of any Breach or suspected Breach of Confidential Information.
- 5.9.2 Contractor will take steps necessary to mitigate any known harmful effects of such unauthorized access including, but not limited to, sanctioning employees and taking steps necessary to stop further unauthorized access. Contractor agrees to indemnify and hold HCA harmless for any damages related to unauthorized use or disclosure of Confidential Information by Contractor, its officers, directors, employees, Subcontractors or agents.
- 5.9.3 If notification of the Breach or possible Breach must (in the judgment of HCA) be made under the HIPAA Breach Notification Rule, or RCW 42.56.590 or RCW 19.255.010, or other law or rule, then:
  - 5.9.3.1 HCA may choose to make any required notifications to the individuals, to the U.S. Department of Health and Human Services Secretary (DHHS) Secretary, and to the media, or direct Contractor to make them or any of them.
  - 5.9.3.2 In any case, Contractor will pay the reasonable costs of notification to individuals, media, and governmental agencies and of other actions HCA

reasonably considers appropriate to protect HCA clients (such as paying for regular credit watches in some cases).

5.9.3.3 Contractor will compensate HCA clients for harms caused to them by any Breach or possible Breach.

5.9.4 Any breach of this clause may result in termination of the Contract and the demand for return or disposition (Attachment 1, Section 6) of all Confidential Information.

5.9.5 Contractor's obligations regarding Breach notification survive the termination of this Contract and continue for as long as Contractor maintains the Confidential Information and for any breach or possible breach at any time.

## **5.10 CONTRACTOR'S PROPRIETARY INFORMATION**

Contractor acknowledges that HCA is subject to chapter 42.56 RCW, the Public Records Act, and that this Contract will be a public record as defined in chapter 42.56 RCW. Any specific information that is claimed by Contractor to be Proprietary Information must be clearly identified as such by Contractor. To the extent consistent with chapter 42.56 RCW, HCA will maintain the confidentiality of Contractor's information in its possession that is marked Proprietary. If a public disclosure request is made to view Contractor's Proprietary Information, HCA will notify Contractor of the request and of the date that such records will be released to the requester unless Contractor obtains a court order from a court of competent jurisdiction enjoining that disclosure. If Contractor fails to obtain the court order enjoining disclosure, HCA will release the requested information on the date specified.

## **5.11 COVENANT AGAINST CONTINGENT FEES**

Contractor warrants that no person or selling agent has been employed or retained to solicit or secure this Contract upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, excepting bona fide employees or bona fide established agents maintained by the Contractor for the purpose of securing business. HCA will have the right, in the event of breach of this clause by the Contractor, to annul this Contract without liability or, in its discretion, to deduct from the contract price or consideration or recover by other means the full amount of such commission, percentage, brokerage or contingent fee.

## **5.12 DEBARMENT**

By signing this Contract, Contractor certifies that it is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded in any Washington State or Federal department or agency from participating in transactions (debarred). Contractor agrees to include the above requirement in any and all subcontracts into which it enters, and also agrees that it will not employ debarred individuals. Contractor must immediately notify HCA if, during the term of this Contract, Contractor becomes debarred. HCA may immediately terminate this Contract by providing Contractor written notice, if Contractor becomes debarred during the term hereof.

## 5.13 DISPUTES

The parties will use their best, good faith efforts to cooperatively resolve disputes and problems that arise in connection with this Contract. Both parties will continue without delay to carry out their respective responsibilities under this Contract while attempting to resolve any dispute. When a genuine dispute arises between HCA and the Contractor regarding the terms of this Contract or the responsibilities imposed herein and it cannot be resolved between the parties' Contract Managers, either party may initiate the following dispute resolution process.

5.13.1 The initiating party will reduce its description of the dispute to writing and deliver it to the responding party (email acceptable). The responding party will respond in writing within five (5) Business Days (email acceptable). If the initiating party is not satisfied with the response of the responding party, then the initiating party may request that the HCA Director review the dispute. Any such request from the initiating party must be submitted in writing to the HCA Director within five (5) Business Days after receiving the response of the responding party. The HCA Director will have sole discretion in determining the procedural manner in which he or she will review the dispute. The HCA Director will inform the parties in writing within five (5) Business Days of the procedural manner in which he or she will review the dispute, including a timeframe in which he or she will issue a written decision.

5.13.2 A party's request for a dispute resolution must:

5.13.2.1 Be in writing;

5.13.2.2 Include a written description of the dispute;

5.13.2.3 State the relative positions of the parties and the remedy sought;

5.13.2.4 State the Contract Number and the names and contact information for the parties;

5.13.3 This dispute resolution process constitutes the sole administrative remedy available under this Contract. The parties agree that this resolution process will precede any action in a judicial or quasi-judicial tribunal.

## 5.14 ENTIRE AGREEMENT

HCA and Contractor agree that the Contract is the complete and exclusive statement of the agreement between the parties relating to the subject matter of the Contract and supersedes all letters of intent or prior contracts, oral or written, between the parties relating to the subject matter of the Contract, except as provided in Section 4.44 *Warranties*.

## **5.15 FEDERAL FUNDING ACCOUNTABILITY & TRANSPARENCY ACT (FFATA)**

5.15.1 This Contract is supported by federal funds that require compliance with the Federal Funding Accountability and Transparency Act (FFATA or the Transparency Act). The purpose of the Transparency Act is to make information available online so the public can see how federal funds are spent.

5.15.2 To comply with the act and be eligible to enter into this Contract, Contractor must have a Data Universal Numbering System (DUNS®) number. A DUNS® number provides a method to verify data about your organization. If Contractor does not already have one, a DUNS® number is available free of charge by contacting Dun and Bradstreet at [www.dnb.com](http://www.dnb.com).

5.15.3 Information about Contractor and this Contract will be made available on [www.uscontractorregistration.com](http://www.uscontractorregistration.com) by HCA as required by P.L. 109-282. HCA's Attachment 3: *Federal Funding Accountability and Transparency Act Data Collection Form*, is considered part of this Contract and must be completed and returned along with the Contract.

## **5.16 FORCE MAJEURE**

A party will not be liable for any failure of or delay in the performance of this Contract for the period that such failure or delay is due to causes beyond its reasonable control, including but not limited to acts of God, war, strikes or labor disputes, embargoes, government orders or any other force majeure event.

## **5.17 FUNDING WITHDRAWN, REDUCED OR LIMITED**

If HCA determines in its sole discretion that the funds it relied upon to establish this Contract have been withdrawn, reduced or limited, or if additional or modified conditions are placed on such funding after the effective date of this contract but prior to the normal completion of this Contract, then HCA, at its sole discretion, may:

5.17.1 Terminate this Contract pursuant to Section 4.41.3, *Termination for Non-Allocation of Funds*;

5.17.2 Renegotiate the Contract under the revised funding conditions; or

5.17.3 Suspend Contractor's performance under the Contract upon five (5) Business Days' advance written notice to Contractor. HCA will use this option only when HCA determines that there is reasonable likelihood that the funding insufficiency may be resolved in a timeframe that would allow Contractor's performance to be resumed prior to the normal completion date of this Contract.

- 5.17.3.1 During the period of suspension of performance, each party will inform the other of any conditions that may reasonably affect the potential for resumption of performance.
- 5.17.3.2 When HCA determines in its sole discretion that the funding insufficiency is resolved, it will give Contractor written notice to resume performance. Upon the receipt of this notice, Contractor will provide written notice to HCA informing HCA whether it can resume performance and, if so, the date of resumption. For purposes of this subsection, “written notice” may include email.
- 5.17.3.3 If the Contractor’s proposed resumption date is not acceptable to HCA and an acceptable date cannot be negotiated, HCA may terminate the contract by giving written notice to Contractor. The parties agree that the Contract will be terminated retroactive to the date of the notice of suspension. HCA will be liable only for payment in accordance with the terms of this Contract for services rendered prior to the retroactive date of termination.

## **5.18 GOVERNING LAW**

This Contract is governed in all respects by the laws of the state of Washington, without reference to conflict of law principles. The jurisdiction for any action hereunder is exclusively in the Superior Court for the state of Washington, and the venue of any action hereunder is in the Superior Court for Thurston County, Washington. Nothing in this Contract will be construed as a waiver by HCA of the State’s immunity under the 11<sup>th</sup> Amendment to the United States Constitution.

## **5.19 HCA NETWORK SECURITY**

Contractor agrees not to attach any Contractor-supplied computers, peripherals or software to the HCA Network without prior written authorization from HCA’s Chief Information Officer. Unauthorized access to HCA networks and systems is a violation of HCA Policy and constitutes computer trespass in the first degree pursuant to RCW 9A.52.110. Violation of any of these laws or policies could result in termination of the contract and other penalties.

Contractor will have access to the HCA visitor Wi-Fi Internet connection while on site.

## **5.20 INDEMNIFICATION**

Contractor must defend, indemnify, and save HCA harmless from and against all claims, including reasonable attorneys’ fees resulting from such claims, for any or all injuries to persons or damage to property, or Breach of its confidentiality and notification obligations under Section 4.7 *Confidential Information Protection* and Section 4.8 *Confidentiality Breach-Required Notification*, arising from intentional or negligent acts or omissions of

Contractor, its officers, employees, or agents, or Subcontractors, their officers, employees, or agents, in the performance of this Contract.

## **5.21 INDEPENDENT CAPACITY OF THE CONTRACTOR**

The parties intend that an independent contractor relationship will be created by this Contract. Contractor and its employees or agents performing under this Contract are not employees or agents of HCA. Contractor will not hold itself out as or claim to be an officer or employee of HCA or of the State of Washington by reason hereof, nor will Contractor make any claim of right, privilege or benefit that would accrue to such employee under law. Conduct and control of the work will be solely with Contractor.

## **5.22 INDUSTRIAL INSURANCE COVERAGE**

Prior to performing work under this Contract, Contractor must provide or purchase industrial insurance coverage for the Contractor's employees, as may be required of an "employer" as defined in Title 51 RCW, and must maintain full compliance with Title 51 RCW during the course of this Contract.

## **5.23 LEGAL AND REGULATORY COMPLIANCE**

5.23.1 During the term of this Contract, Contractor must comply with all local, state, and federal licensing, accreditation and registration requirements/standards, necessary for the performance of this Contract and all other applicable federal, state and local laws, rules, and regulations.

5.23.2 While on the HCA premises, Contractor must comply with HCA operations and process standards and policies (e.g., ethics, Internet / email usage, data, network and building security, harassment, as applicable). HCA will make an electronic copy of all such policies available to Contractor.

5.23.3 Failure to comply with any provisions of this section may result in Contract termination.

## **5.24 LIMITATION OF AUTHORITY**

Only the HCA Authorized Representative has the express, implied, or apparent authority to alter, amend, modify, or waive any clause or condition of this Contract. Furthermore, any alteration, amendment, modification, or waiver of any clause or condition of this Contract is not effective or binding unless made in writing and signed by the HCA Authorized Representative.

## **5.25 NO THIRD-PARTY BENEFICIARIES**

HCA and Contractor are the only parties to this contract. Nothing in this Contract gives or is intended to give any benefit of this Contract to any third parties.

## 5.26 NONDISCRIMINATION

During the performance of this Contract, the Contractor must comply with all federal and state nondiscrimination laws, regulations and policies, including but not limited to: Title VII of the Civil Rights Act, 42 U.S.C. §12101 et seq.; the Americans with Disabilities Act of 1990 (ADA), 42 U.S.C. §12101 et seq., 28 CFR Part 35; and Title 49.60 RCW, Washington Law Against Discrimination. In the event of Contractor's noncompliance or refusal to comply with any nondiscrimination law, regulation or policy, this Contract may be rescinded, canceled, or terminated in whole or in part under the Termination for Default sections, and Contractor may be declared ineligible for further contracts with HCA.

## 5.27 OVERPAYMENTS TO CONTRACTOR

In the event that overpayments or erroneous payments have been made to the Contractor under this Contract, HCA will provide written notice to Contractor and Contractor will refund the full amount to HCA within thirty (30) calendar days of the notice. If Contractor fails to make timely refund, HCA may charge Contractor one percent (1%) per month on the amount due, until paid in full. If the Contractor disagrees with HCA's actions under this section, then it may invoke the dispute resolution provisions of Section 4.13 *Disputes*.

## 5.28 PAY EQUITY

- 5.28.1 Contractor represents and warrants that, as required by Washington state law (Engrossed House Bill 1109, Sec. 211), during the term of this Contract, it agrees to equality among its workers by ensuring similarly employed individuals are compensated as equals. For purposes of this provision, employees are similarly employed if (i) the individuals work for Contractor, (ii) the performance of the job requires comparable skill, effort, and responsibility, and (iii) the jobs are performed under similar working conditions. Job titles alone are not determinative of whether employees are similarly employed.
- 5.28.2 Contractor may allow differentials in compensation for its workers based in good faith on any of the following: (i) a seniority system; (ii) a merit system; (iii) a system that measures earnings by quantity or quality of production; (iv) bona fide job-related factor(s); or (v) a bona fide regional difference in compensation levels.
- 5.28.3 Bona fide job-related factor(s)" may include, but not be limited to, education, training, or experience, that is: (i) consistent with business necessity; (ii) not based on or derived from a gender-based differential; and (iii) accounts for the entire differential.
- 5.28.4 A "bona fide regional difference in compensation level" must be (i) consistent with business necessity; (ii) not based on or derived from a gender-based differential; and (iii) account for the entire differential.



5.28.5 Notwithstanding any provision to the contrary, upon breach of warranty and Contractor's failure to provide satisfactory evidence of compliance within thirty (30) Days of HCA's request for such evidence, HCA may suspend or terminate this Contract.

## **5.29 PUBLICITY**

5.29.1 The award of this Contract to Contractor is not in any way an endorsement of Contractor or Contractor's Services by HCA and must not be so construed by Contractor in any advertising or other publicity materials.

5.29.2 Contractor agrees to submit to HCA, all advertising, sales promotion, and other publicity materials relating to this Contract or any Service furnished by Contractor in which HCA's name is mentioned, language is used, or Internet links are provided from which the connection of HCA's name with Contractor's Services may, in HCA's judgment, be inferred or implied. Contractor further agrees not to publish or use such advertising, marketing, sales promotion materials, publicity or the like through print, voice, the Web, and other communication media in existence or hereinafter developed without the express written consent of HCA prior to such use.

## **5.30 RECORDS AND DOCUMENTS REVIEW**

5.30.1 The Contractor must maintain books, records, documents, magnetic media, receipts, invoices or other evidence relating to this Contract and the performance of the services rendered, along with accounting procedures and practices, all of which sufficiently and properly reflect all direct and indirect costs of any nature expended in the performance of this Contract. At no additional cost, these records, including materials generated under this Contract, are subject at all reasonable times to inspection, review, or audit by HCA, the Office of the State Auditor, and state and federal officials so authorized by law, rule, regulation, or agreement [See 42 USC 1396a(a)(27)(B); 42 USC 1396a(a)(37)(B); 42 USC 1396a(a)(42)(A); 42 CFR 431, Subpart Q; and 42 CFR 447.202].

5.30.2 The Contractor must retain such records for a period of six (6) years after the date of final payment under this Contract.

5.30.3 If any litigation, claim or audit is started before the expiration of the six (6) year period, the records must be retained until all litigation, claims, or audit findings involving the records have been resolved.

## **5.31 REMEDIES NON-EXCLUSIVE**

The remedies provided in this Contract are not exclusive, but are in addition to all other remedies available under law.

## 5.32 RIGHT OF INSPECTION

The Contractor must provide right of access to its facilities to HCA, or any of its officers, or to any other authorized agent or official of the state of Washington or the federal government, at all reasonable times, in order to monitor and evaluate performance, compliance, and/or quality assurance under this Contract.

## 5.33 RIGHTS IN DATA/OWNERSHIP

- 5.33.1 HCA and Contractor agree that all data and work products (collectively "Work Product") produced pursuant to this Contract will be considered a *work for hire* under the U.S. Copyright Act, 17 U.S.C. §101 *et seq*, and will be owned by HCA. Contractor is hereby commissioned to create the Work Product. Work Product includes, but is not limited to, discoveries, formulae, ideas, improvements, inventions, methods, models, processes, techniques, findings, conclusions, recommendations, reports, designs, plans, diagrams, drawings, Software, databases, documents, pamphlets, advertisements, books, magazines, surveys, studies, computer programs, films, tapes, and/or sound reproductions, to the extent provided by law. Ownership includes the right to copyright, patent, register and the ability to transfer these rights and all information used to formulate such Work Product.
- 5.33.2 If for any reason the Work Product would not be considered a *work for hire* under applicable law, Contractor assigns and transfers to HCA, the entire right, title and interest in and to all rights in the Work Product and any registrations and copyright applications relating thereto and any renewals and extensions thereof.
- 5.33.3 Contractor will execute all documents and perform such other proper acts as HCA may deem necessary to secure for HCA the rights pursuant to this section.
- 5.33.4 Contractor will not use or in any manner disseminate any Work Product to any third party, or represent in any way Contractor ownership of any Work Product, without the prior written permission of HCA. Contractor will take all reasonable steps necessary to ensure that its agents, employees, or Subcontractors will not copy or disclose, transmit or perform any Work Product or any portion thereof, in any form, to any third party.
- 5.33.5 Material that is delivered under this Contract, but that does not originate therefrom ("Preexisting Material"), must be transferred to HCA with a nonexclusive, royalty-free, irrevocable license to publish, translate, reproduce, deliver, perform, display, and dispose of such Preexisting Material, and to authorize others to do so. Contractor agrees to obtain, at its own expense, express written consent of the copyright holder for the inclusion of Preexisting Material. HCA will have the right to modify or remove any restrictive markings placed upon the Preexisting Material by Contractor.

5.33.6 Contractor must identify all Preexisting Material when it is delivered under this Contract and must advise HCA of any and all known or potential infringements of publicity, privacy or of intellectual property affecting any Preexisting Material at the time of delivery of such Preexisting Material. Contractor must provide HCA with prompt written notice of each notice or claim of copyright infringement or infringement of other intellectual property right worldwide received by Contractor with respect to any Preexisting Material delivered under this Contract.

#### **5.34 RIGHTS OF STATE AND FEDERAL GOVERNMENTS**

In accordance with 45 C.F.R. 95.617, all appropriate state and federal agencies, including but not limited to the Centers for Medicare and Medicaid Services (CMS), will have a royalty-free, nonexclusive, and irrevocable license to reproduce, publish, translate, or otherwise use, and to authorize others to use for Federal Government purposes: (i) software, modifications, and documentation designed, developed or installed with Federal Financial Participation (FFP) under 45 CFR Part 95, subpart F; (ii) the Custom Software and modifications of the Custom Software, and associated Documentation designed, developed, or installed with FFP under this Contract; (iii) the copyright in any work developed under this Contract; and (iv) any rights of copyright to which Contractor purchases ownership under this Contract.

#### **5.35 SEVERABILITY**

If any provision of this Contract or the application thereof to any person(s) or circumstances is held invalid, such invalidity will not affect the other provisions or applications of this Contract that can be given effect without the invalid provision, and to this end the provisions or application of this Contract are declared severable.

#### **5.36 SITE SECURITY**

While on HCA premises, Contractor, its agents, employees, or Subcontractors must conform in all respects with physical, fire or other security policies or regulations. Failure to comply with these regulations may be grounds for revoking or suspending security access to these facilities. HCA reserves the right and authority to immediately revoke security access to Contractor staff for any real or threatened breach of this provision. Upon reassignment or termination of any Contractor staff, Contractor agrees to promptly notify HCA.

#### **5.37 SUBCONTRACTING**

5.37.1 Neither Contractor, nor any Subcontractors, may enter into subcontracts for any of the work contemplated under this Contract without prior written approval of HCA. HCA has sole discretion to determine whether or not to approve any such subcontract. In no event will the existence of the subcontract operate to release or reduce the liability of Contractor to HCA for any breach in the performance of Contractor's duties.

- 5.37.2 Contractor is responsible for ensuring that all terms, conditions, assurances and certifications set forth in this Contract are included in any subcontracts.
- 5.37.3 If at any time during the progress of the work HCA determines in its sole judgment that any Subcontractor is incompetent or undesirable, HCA will notify Contractor, and Contractor must take immediate steps to terminate the Subcontractor's involvement in the work.
- 5.37.4 The rejection or approval by the HCA of any Subcontractor or the termination of a Subcontractor will not relieve Contractor of any of its responsibilities under the Contract, nor be the basis for additional charges to HCA.
- 5.37.5 HCA has no contractual obligations to any Subcontractor or vendor under contract to the Contractor. Contractor is fully responsible for all contractual obligations, financial or otherwise, to its Subcontractors.

### **5.38 SUBRECIPIENT**

#### **5.38.1 General**

If the Contractor is a subrecipient (as defined in 45 CFR 75.2 and 2 CFR 200.93) of federal awards, then the Contractor, in accordance with 2 CFR 200.501 and 45 CFR 75.501, shall:

- 5.38.1.1 Maintain records that identify, in its accounts, all federal awards received and expended and the federal programs under which they were received, by Catalog of Federal Domestic Assistance (CFDA) title and number, award number and year, name of the federal agency, and name of the pass-through entity;
- 5.38.1.2 Maintain internal controls that provide reasonable assurance that the Contractor is managing federal awards in compliance with laws, regulations, and provisions of contracts or grant agreements that could have a material effect on each of its federal programs;
- 5.38.1.3 Prepare appropriate financial statements, including a schedule of expenditures of federal awards;
- 5.38.1.4 Incorporate OMB Super Circular 2 CFR 200.501 and 45 CFR 75.501 audit requirements into all agreements between the Contractor and its Subcontractors who are subrecipients;
- 5.38.1.5 Comply with any future amendments to OMB Super Circular 2 CFR 200.501 and 45 CFR 75.501 and any successor or replacement Circular or regulation;

- 5.38.1.6 Comply with the applicable requirements of OMB Super Circular 2 CFR 200.501 and 45 CFR 75.501 and any future amendments to OMB Super Circular 2 CFR 200.501 and 45 CFR 75.501, and any successor or replacement Circular or regulation; and
- 5.38.1.7 Comply with the Omnibus Crime Control and Safe streets Act of 1968, Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, Title II of the Americans with Disabilities Act of 1990, Title IX of the Education Amendments of 1972, The Age Discrimination Act of 1975, and The Department of Justice Non-Discrimination Regulations, 28 C.F.R. Part 42, Subparts C.D.E. and G, and 28 C.F.R. Part 35 and 39. (Go to <http://ojp.gov/about/offices/ocr.htm> for additional information and access to the aforementioned Federal laws and regulations.)

### 5.38.2 Single Audit Act Compliance

If the Contractor is a subrecipient and expends \$750,000 or more in federal awards from any and/or all sources in any fiscal year, the Contractor will procure and pay for a single audit or a program-specific audit for that fiscal year. Upon completion of each audit, the Contractor will:

- 5.38.2.1 Submit to the Authority contact person the data collection form and reporting package specified in OMB Super Circular 2 CFR 200.501 and 45 CFR 75.501, reports required by the program-specific audit guide (if applicable), and a copy of any management letters issued by the auditor;
- 5.38.2.2 Follow-up and develop corrective action for all audit findings; in accordance with OMB Super Circular 2 CFR 200.501 and 45 CFR 75.501, prepare a "Summary Schedule of Prior Audit Findings."

### 5.38.3 Overpayments

- 5.38.3.1 If it is determined by HCA, or during the course of a required audit, that Contractor has been paid unallowable costs under this or any Program Agreement, Contractor will refund the full amount to HCA as provided in Section 4.27 *Overpayments to Contractors*.

## 5.39 SURVIVAL

The terms and conditions contained in this Contract that, by their sense and context, are intended to survive the completion, cancellation, termination, or expiration of the Contract will survive. In addition, the terms of the sections titled *Confidential Information Protection, Confidential Information Breach – Required Notification, Contractor’s Proprietary Information, Disputes, Overpayments to Contractor, Publicity, Records and Documents Review, Rights in Data/Ownership, and Rights of State and Federal Governments* will survive the termination of this Contract. The right of HCA to recover any overpayments will also survive the termination of this Contract.

## 5.40 TAXES

HCA will pay sales or use taxes, if any, imposed on the services acquired hereunder. Contractor must pay all other taxes including, but not limited to, Washington Business and Occupation Tax, other taxes based on Contractor's income or gross receipts, or personal property taxes levied or assessed on Contractor's personal property. HCA, as an agency of Washington State government, is exempt from property tax.

Contractor must complete registration with the Washington State Department of Revenue and be responsible for payment of all taxes due on payments made under this Contract.

## 5.41 TERMINATION

### 5.41.1 TERMINATION FOR DEFAULT

In the event HCA determines that Contractor has failed to comply with the terms and conditions of this Contract, HCA has the right to suspend or terminate this Contract. HCA will notify Contractor in writing of the need to take corrective action. If corrective action is not taken within five (5) Business Days, or other time period agreed to in writing by both parties, the Contract may be terminated. HCA reserves the right to suspend all or part of the Contract, withhold further payments, or prohibit Contractor from incurring additional obligations of funds during investigation of the alleged compliance breach and pending corrective action by Contractor or a decision by HCA to terminate the Contract.

In the event of termination for default, Contractor will be liable for damages as authorized by law including, but not limited to, any cost difference between the original Contract and the replacement or cover Contract and all administrative costs directly related to the replacement Contract, e.g., cost of the competitive bidding, mailing, advertising, and staff time.

If it is determined that Contractor: (i) was not in default, or (ii) its failure to perform was outside of its control, fault or negligence, the termination will be deemed a "Termination for Convenience."

### 5.41.2 TERMINATION FOR CONVENIENCE

When, at HCA's sole discretion, it is in the best interest of the State, HCA may terminate this Contract in whole or in part by providing ten (10) calendar days' written notice. If this Contract is so terminated, HCA will be liable only for payment in accordance with the terms of this Contract for services rendered prior to the effective date of termination. No penalty will accrue to HCA in the event the termination option in this section is exercised.

### 5.41.3 TERMINATION FOR NONALLOCATION OF FUNDS

If funds are not allocated to continue this Contract in any future period, HCA may immediately terminate this Contract by providing written notice to the Contractor. The termination will be effective on the date specified in the termination notice. HCA will be liable only for payment in accordance with the terms of this Contract for services rendered prior to the effective date of termination. HCA agrees to notify Contractor of such nonallocation at the earliest possible time. No penalty will accrue to HCA in the event the termination option in this section is exercised.

#### 5.41.4 TERMINATION FOR WITHDRAWAL OF AUTHORITY

In the event that the authority of HCA to perform any of its duties is withdrawn, reduced, or limited in any way after the commencement of this Contract and prior to normal completion, HCA may immediately terminate this Contract by providing written notice to the Contractor. The termination will be effective on the date specified in the termination notice. HCA will be liable only for payment in accordance with the terms of this Contract for services rendered prior to the effective date of termination. HCA agrees to notify Contractor of such withdrawal of authority at the earliest possible time. No penalty will accrue to HCA in the event the termination option in this section is exercised.

#### 5.41.5 TERMINATION FOR CONFLICT OF INTEREST

HCA may terminate this Contract by written notice to the Contractor if HCA determines, after due notice and examination, that there is a violation of the Ethics in Public Service Act, Chapter 42.52 RCW, or any other laws regarding ethics in public acquisitions and procurement and performance of contracts. In the event this Contract is so terminated, HCA will be entitled to pursue the same remedies against the Contractor as it could pursue in the event Contractor breaches the contract.

### 5.42 TERMINATION PROCEDURES

- 5.42.1 Upon termination of this Contract, HCA, in addition to any other rights provided in this Contract, may require Contractor to deliver to HCA any property specifically produced or acquired for the performance of such part of this Contract as has been terminated.
- 5.42.2 HCA will pay Contractor the agreed-upon price, if separately stated, for completed work and services accepted by HCA and the amount agreed upon by the Contractor and HCA for (i) completed work and services for which no separate price is stated; (ii) partially completed work and services; (iii) other property or services that are accepted by HCA; and (iv) the protection and preservation of property, unless the termination is for default, in which case HCA will determine the extent of the liability. Failure to agree with such determination will be a dispute within the meaning of Section 4.13 *Disputes*. HCA may withhold from any amounts due the Contractor

such sum as HCA determines to be necessary to protect HCA against potential loss or liability.

5.42.3 After receipt of notice of termination, and except as otherwise directed by HCA, Contractor must:

- 5.42.3.1 Stop work under the Contract on the date of, and to the extent specified in, the notice;
- 5.42.3.2 Place no further orders or subcontracts for materials, services, or facilities except as may be necessary for completion of such portion of the work under the Contract that is not terminated;
- 5.42.3.3 Assign to HCA, in the manner, at the times, and to the extent directed by HCA, all the rights, title, and interest of the Contractor under the orders and subcontracts so terminated; in which case HCA has the right, at its discretion, to settle or pay any or all claims arising out of the termination of such orders and subcontracts;
- 5.42.3.4 Settle all outstanding liabilities and all claims arising out of such termination of orders and subcontracts, with the approval or ratification of HCA to the extent HCA may require, which approval or ratification will be final for all the purposes of this clause;
- 5.42.3.5 Transfer title to and deliver as directed by HCA any property required to be furnished to HCA;
- 5.42.3.6 Complete performance of any part of the work that was not terminated by HCA; and
- 5.42.3.7 Take such action as may be necessary, or as HCA may direct, for the protection and preservation of the records related to this Contract that are in the possession of the Contractor and in which HCA has or may acquire an interest.

**5.43 WAIVER**

Waiver of any breach of any term or condition of this Contract will not be deemed a waiver of any prior or subsequent breach or default. No term or condition of this Contract will be held to be waived, modified, or deleted except by a written instrument signed by the parties. Only the HCA Authorized Representative has the authority to waive any term or condition of this Contract on behalf of HCA.

**5.44 WARRANTIES**

- 5.44.1 Contractor represents and warrants that it will perform all services pursuant to this Contract in a professional manner and with high quality and will immediately re-perform any services that are not in compliance with this representation and warranty at no cost to HCA.



- 5.44.2 Contractor represents and warrants that it will comply with all applicable local, State, and federal licensing, accreditation and registration requirements and standards necessary in the performance of the Services.
- 5.44.3 EXECUTIVE ORDER 18-03 – WORKERS’ RIGHTS (MANDATORY INDIVIDUAL ARBITRATION). Contractor represents and warrants, as previously certified in Contractor’s bid submission, that Contractor does NOT require its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers. Contractor further represents and warrants that, during the term of this Contract, Contractor shall not, as a condition of employment, require its employees to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.
- 5.44.4 Any written commitment by Contractor within the scope of this Contract will be binding upon Contractor. Failure of Contractor to fulfill such a commitment may constitute breach and will render Contractor liable for damages under the terms of this Contract. For purposes of this section, a commitment by Contractor includes: (i) Prices, discounts, and options committed to remain in force over a specified period of time; and (ii) any warranty or representation made by Contractor to HCA or contained in any Contractor publications, or descriptions of services in written or other communication medium, used to influence HCA to enter into this Contract.

# Attachment 1

## Confidential Information Security Requirements

### 1. Definitions

In addition to the definitions set out in Section 2 of this Contract K for As Needed Project Management Services, the definitions below apply to this Attachment.

- a. "Hardened Password" means a string of characters containing at least three of the following character classes: upper case letters; lower case letters; numerals; and special characters, such as an asterisk, ampersand or exclamation point.
  - i. Passwords for external authentication must be a minimum of 10 characters long.
  - ii. Passwords for internal authentication must be a minimum of 8 characters long.
  - iii. Passwords used for system service or service accounts must be a minimum of 20 characters long.
- b. "Portable/Removable Media" means any Data storage device that can be detached or removed from a computer and transported, including but not limited to: optical media (e.g. CDs, DVDs); USB drives; or flash media (e.g. CompactFlash, SD, MMC).
- c. "Portable/Removable Devices" means any small computing device that can be transported, including but not limited to: handhelds/PDAs/Smartphones; Ultramobile PC's, flash memory devices (e.g. USB flash drives, personal media players); and laptops/notebook/tablet computers. If used to store Confidential Information, devices should be Federal Information Processing Standards (FIPS) Level 2 compliant.
- d. "Secured Area" means an area to which only Authorized Users have access. Secured Areas may include buildings, rooms, or locked storage containers (such as a filing cabinet) within a room, as long as access to the Confidential Information is not available to unauthorized personnel.
- e. "Transmitting" means the transferring of data electronically, such as via email, SFTP, webservices, AWS Snowball, etc.
- f. "Trusted System(s)" means the following methods of physical delivery: (1) hand-delivery by a person authorized to have access to the Confidential Information with written acknowledgement of receipt; (2) United States Postal Service ("USPS") first class mail, or USPS delivery services that include Tracking, such as Certified Mail, Express Mail or Registered Mail; (3) commercial delivery services (e.g. FedEx, UPS, DHL) which offer tracking and receipt confirmation; and (4) the Washington State Campus mail system. For electronic transmission, the Washington State Governmental Network (SGN) is a Trusted System for communications within that Network.

- g. "Unique User ID" means a string of characters that identifies a specific user and which, in conjunction with a password, passphrase, or other mechanism, authenticates a user to an information system.

## 2. Confidential Information Transmitting

- a. When transmitting HCA's Confidential Information electronically, including via email, the Data must be encrypted using NIST 800-series approved algorithms (<http://csrc.nist.gov/publications/PubsSPs.html>). This includes transmission over the public internet.
- b. When transmitting HCA's Confidential Information via paper documents, the Receiving Party must use a Trusted System.

## 3. Protection of Confidential Information

The Contractor agrees to store Confidential Information as described:

- a. Data at Rest:
  - i. Data will be encrypted with NIST 800-series approved algorithms. Encryption keys will be stored and protected independently of the data. Access to the Data will be restricted to Authorized Users through the use of access control lists, a Unique User ID, and a Hardened Password, or other authentication mechanisms which provide equal or greater security, such as biometrics or smart cards. Systems which contain or provide access to Confidential Information must be located in an area that is accessible only to authorized personnel, with access controlled through use of a key, card key, combination lock, or comparable mechanism.
  - ii. Data stored on Portable/Removable Media or Devices:
    - Confidential Information provided by HCA on Removable Media will be encrypted with NIST 800-series approved algorithms. Encryption keys will be stored and protected independently of the Data.
    - HCA's data must not be stored by the Receiving Party on Portable Devices or Media unless specifically authorized within the Data Share Agreement. If so authorized, the Receiving Party must protect the Data by:
      1. Encrypting with NIST 800-series approved algorithms. Encryption keys will be stored and protected independently of the data;
      2. Control access to the devices with a Unique User ID and Hardened Password or stronger authentication method such as a physical token or biometrics;
      3. Keeping devices in locked storage when not in use;
      4. Using check-in/check-out procedures when devices are shared;

5. Maintain an inventory of devices; and
  6. Ensure that when being transported outside of a Secured Area, all devices with Data are under the physical control of an Authorized User.
- b. Paper documents. Any paper records containing Confidential Information must be protected by storing the records in a Secured Area that is accessible only to authorized personnel. When not in use, such records must be stored in a locked container, such as a file cabinet, locking drawer, or safe, to which only authorized persons have access.

#### **4. Confidential Information Segregation**

HCA Confidential Information received under this Contract must be segregated or otherwise distinguishable from non-HCA data. This is to ensure that when no longer needed by the Contractor, all HCA Confidential Information can be identified for return or destruction. It also aids in determining whether HCA Confidential Information has or may have been compromised in the event of a security Breach.

- a. The HCA Confidential Information must be kept in one of the following ways:
  - i. on media (e.g. hard disk, optical disc, tape, etc.) which will contain only HCA Data; or
  - ii. in a logical container on electronic media, such as a partition or folder dedicated to HCA's Data; or
  - iii. in a database that will contain only HCA Data; or
  - iv. within a database and will be distinguishable from non-HCA Data by the value of a specific field or fields within database records; or
  - v. when stored as physical paper documents, physically segregated from non-HCA Data in a drawer, folder, or other container.
- b. When it is not feasible or practical to segregate HCA Confidential Information from non-HCA data, then both the HCA Confidential Information and the non-HCA data with which it is commingled must be protected as described in this Attachment.

#### **5. Confidential Information Shared with Subcontractors**

If HCA Confidential Information provided under this Contract is to be shared with a Subcontractor, the contract with the Subcontractor must include all of the Confidential Information Security Requirements.

#### **6. Confidential Information Disposition**

When the Confidential Information is no longer needed, except as noted below, the Confidential Information must be returned to HCA or destroyed. Media are to be destroyed using a method documented within NIST 800-88 (<http://csrc.nist.gov/publications/PubsSPs.html>).

- a. For HCA's Confidential Information stored on network disks, deleting unneeded Confidential Information is sufficient as long as the disks remain in a Secured Area and otherwise meet the requirements listed in Section 3, above. Destruction of the Confidential Information as outlined in this section of this Attachment may be deferred until the disks are retired, replaced, or otherwise taken out of the Secured Area.