State of Connecticut
Department of Social Services
Connecticut Child Support Enforcement System Transition Feasibility Study Request for Proposals (CCSES_TFS_RFP)

The Department of Social Services is requesting proposals from qualified organizations to conduct a feasibility study and support federal project planning activities in relation to the Connecticut (CT) Department of Social Services (DSS/Department) Bureau of Child Support Enforcement's (BCSE), and its legacy Connecticut Child Support Enforcement System (CCSES).

Purpose: The intent of this RFP is to support planning to enhance and improve upon the Department's CCSES through performing a Needs Assessment, Feasibility Study and Analysis of Alternatives, and Cost Benefit Analysis, assisting with the development of an Implementation Advance Planning Document (IAPD), and providing Project Management for such activities.

Eligibility: The Department seeks proposals from private, public, non-profit, for profit organizations and proposed subcontractor(s) if applicable, meeting the following qualifications:

- A minimum of three (3) years of demonstrated experience working with a Child Support Enforcement Agency; and

- Within the last five (5) years, performed services related to the following, as requested in the RFP, for at least one State or Territory:

  - ✓ Needs Assessment
  - ✓ Feasibility Study and Analysis of Alternatives
  - ✓ Cost Benefit Analysis
  - ✓ Implementation Advance Planning Document
  - ✓ Project Management

The resultant contract period is a one (1) year contract with the option for one (1) one-year extension at the discretion of the Department and the contract is expected to begin TBD 2016 and end TBD-1, 2017.

Respondents planning to respond to this RFP **are encouraged** to submit a Letter of Intent (LOI) to the Department no later than 2:00 PM Local Time on June 13th, 2016. Proposal submissions must be received in hand, by the Department, no later than 2:00 PM Local Time on June 23rd, 2016.

Proposal submissions received after the stated due date and time may be accepted by the Department as a clerical function but will not be evaluated. Proposals that are not evaluated shall be retained for thirty days after the resultant contract is executed, after which the

proposals will be destroyed or retained for pick-up by the submitters, upon notification from the Department.

All proposals must be in sealed envelopes or sealed boxes clearly identified as:

Connecticut Child Support Enforcement System
Transition Feasibility Study Request for Proposals
(CCSES_TFS_RFP)

To download this RFP, access the State's Procurement/Contracting Portal at the State of Connecticut Department of Administrative Services' Procurement Services Home Page at http://das.ct.gov/cr1.aspx?page=12 or call or write:

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Contract Administration and Procurement

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Hartford, CT 06105-3730

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The Department is an Equal Opportunity/Affirmative Action Employer. Persons who are deaf or hard of hearing and have a TTD/TTY device can contact DSS at 1-800-842-4524. Persons, who are blind or visually impaired, can contact DSS at 1-860-424-5040.

The Department reserves the right to reject any and all proposals or cancel this procurement at any time if it is deemed in the best interest of the State of Connecticut (State).

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I. GENERAL INFORMATION

A. INTRODUCTION

1. **RFP Name.** Connecticut Child Support Enforcement System Transition Feasibility Study Request for Proposals (CCSES_TFS_RFP)

2. **Commodity Codes.** The services that the Department wishes to procure through this RFP are as follows:
   - 0600: Services (Professional, Support, Consulting and Misc. Services)
   - 1000: Healthcare Services
   - 2000: Community and Social Services
   - 3000: Educational and Training Services

B. ABBREVIATIONS / ACRONYMS / DEFINITIONS

ACF	Administration for Children and Families
APD	Advance Planning Document
BCSE	Bureau of Child Support Enforcement
BEST	Bureau of Enterprise Systems and Technology (CT)
BFO	Best and Final Offer
CCSES	Connecticut Child Support Enforcement System
C.G.S.	Connecticut General Statutes
CHRO	Commission on Human Rights and Opportunities (CT)
CP	Custodial Parent
CSE	Child Support Enforcement
CMS	Centers for Medicare and Medicaid Services
CO	Central Office
COTS	Commercial off-the-shelf
CSD	Conceptual Systems Design
CT	Connecticut
DAS	Department of Administrative Services (CT)
DCF	Department of Children and Families (CT)
DMHAS	Department of Mental Health and Addiction Services (CT)
DSS	Department of Social Services (CT)
EMS	Eligibility Management System
EPMO	Enterprise Project Management Office (EPMO)
FFP	Federal Financial Participation
FFY	Federal Fiscal Year
FS	Feasibility Study
FTE	Full-Time Equivalent
FY	Fiscal Year
FOIA	Freedom of Information Act (CT)
HHS	Health and Human Services
IAPD	Implementation Advance Planning Document (IAPD)
IES	Integrated Eligibility System
IRS	Internal Revenue Service (US)
IV&V	Independent Validation and Verification
LOI	Letter of Intent
MMIS	Medicaid Management Information System
NCP	Non-Custodial Parent
OAG	Office of the Attorney General (CT)
OAPD	Operational Advance Planning Document (OAPD)

OCSE	Office of Child Support Enforcement
OPM	Office of Policy and Management (CT)
OSC	Office of the State Comptroller (CT)
POS	Purchase of Service
P.A.	Public Act (CT)
PAC	Public Assistance Consultant
PAPD	Planning Advance Planning Document
POS	Purchase of Service
QA	Quality Assurance
RFP	Request for Proposals
SEEC	State Elections Enforcement Commission (CT)
SI	System Integrator
SOW	Statement of Work
SSA	Social Security Administration (US)
U.S.	United States

- *Respondent:* a private, public, non-profit, or for profit organization that has submitted a proposal to the Department in response to this RFP

- *Prospective Respondent:* a private, public, non-profit, or for profit organization that may submit a proposal to the Department in response to this RFP, but has not yet done so

- *Subcontractor*: an individual (other than an employee of the Respondent) or business entity hired by a Respondent to provide a specific health or human service as part of a contract with the Department as a result of this RFP

- *Contractor:* a private, public, non-profit, for profit organization that enters into a contract with the Department as a result of this RFP

C. INSTRUCTIONS

1. **Official Contact.** The Department has designated the individual below as the Official Contact for purposes of this RFP. The Official Contact is the **only authorized contact** for this procurement and, as such, handles all related communications on behalf of the Department. Respondents, prospective Respondents, and other interested parties are advised that any communication with any other Department employee(s) (including appointed officials) or personnel under contract to the Department about this RFP is strictly prohibited. Respondents or Prospective Respondents who violate this instruction may risk disqualification from further consideration.

   Name: **Marcia McDonough**, Contract Administration and Procurement

   Address: State of Connecticut Department of Social Services

   55 Farmington Ave., Hartford, CT 06105-3730

   Phone: 860-424-5214

   Fax: 860-424-5800

   E-Mail: marcia.mcdonough@ct.gov

   Please ensure that e-mail screening software (if used) recognizes and accepts e-mails from the Official Contact.

2. **RFP Information.** The RFP, addenda to the RFP, and other information associated with this procurement are available in electronic format from the Official Contact or from the Internet at the following locations:

- Department's RFP Web Page http://www.ct.gov/dss/rfp
- State Contracting Portal http://das.ct.gov/cr1.aspx?page=12

It is strongly recommended that any Respondent or prospective Respondent interested in this procurement subscribe to receive e-mail alerts from the State Contracting Portal. Subscribers will receive a daily e-mail announcing procurements and addenda that are posted on the portal. This service is provided as a courtesy to assist in monitoring activities associated with State procurements, including this RFP.

Printed copies of all documents are also available from the Official Contact upon request.

3. **Contract Offers.** The offer of the right to negotiate a contract pursuant to this RFP is dependent upon the availability of funding to the Department. The Department anticipates the following:

   Contract Term: The resultant contract will be for a one (1) year period, TBD, 2016 to TBD-1, 2017 with the option for a one (1) year extension at the discretion of the Department.

4. **Eligibility**: The Department seeks proposals from private, public, non-profit, for profit organizations and proposed subcontractor(s) if applicable meeting the following qualifications: (If applicable, Respondents must provide proof of nonprofit status, such as a copy of the Internal Revenue Service (IRS) determination letter, stating 501(c)(3) nonprofit confirmations, and be submitted as required in Section IV. J. Appendices as **Appendix 1**.)

5. **Minimum Qualifications of Respondents:** To submit a response to the CCSES RFP, a Respondent shall have the following minimum qualifications:

- A minimum of three (3) years of demonstrated experience working with Child Support Enforcement Agency; and
- Within the last five (5) years, performed the following services or completed the following deliverables requested in the RFP for at least one State or Territory:

  ✓ Needs Assessment
  ✓ Feasibility Study and Analysis of Alternatives
  ✓ Cost Benefit Analysis
  ✓ Implementation Advance Planning Document
  ✓ Project Management

The Department reserves the right to reject the submission of any Respondent in default of any current or prior contract.

6. **Procurement Schedule.** See below. Dates after the due date for proposals ("Proposals Due") are target dates only (*). The Department may amend the schedule, as needed. Any change will be made by means of an addendum to this RFP and will be posted on the State Contracting Portal and the Department's RFP Web Page.

• RFP Released:	**May 19, 2016**
• Deadline for Questions:	June 2, 2016, 2:00 PM Local Time
• Answers Released (tentative):	June 9, 2016
• Voluntary Letter of Intent Due:	June 13, 2016, 2:00 PM Local Time
• Proposals Due:	**June 23, 2016, 2:00 PM Local Time**
• (*) Start of Contract:	TBD
• End Date	TBD

7. **Letter of Intent.** A Letter of Intent (LOI) is requested but not required by this RFP. The LOI is non-binding and does not obligate the sender to submit a proposal.

   The LOI shall be submitted to the Official Contact by U.S. mail, or e-mail by the deadline established in the Procurement Schedule. The LOI should clearly identify:

   a. The Respondent, including name of official contact, name of organization, mailing address, telephone number, fax number, and e-mail address.

8. **Inquiry Procedures.** All questions regarding the requirements of this RFP or the Department's procurement process shall be submitted to the Official Contact before the deadline specified in the Procurement Schedule. The early submission of questions is encouraged. Questions will not be accepted or answered verbally – neither in person nor over the telephone. All questions received before the deadline will be answered. However, the Department will not answer questions when the source is unknown (i.e., nuisance or anonymous questions). Questions that are deemed to be unrelated to the requirements of the RFP or the procurement process will not be answered. At its discretion, the Department may or may not respond to questions received after the deadline. The Department may combine similar questions and give only one answer. All questions and answers will be compiled into a written addendum to this RFP. If any answer to any question constitutes a material change to the RFP, the question and answer will be placed at the beginning of the addendum and be duly noted as such. The agency will release the answers to questions on the date established in the Procurement Schedule. The Department will publish any and all amendments or addenda to this RFP on the State Contracting Portal and on the Department's RFP Web Page. Addendum Acknowledgement(s) will be placed at the end of any and all addenda to this RFP. Proposals shall include signed Addendum Acknowledgement(s) with their proposal and be submitted as required in Section IV. J. Appendices as **Appendix 2**.

9. **Proposal Due Date and Time.** The Official Contact or designee of the Official Contact is the **only authorized recipient** of proposals submitted in response to this RFP. Proposals shall be received by the Official Contact on or before the due date and time:

- Due Date: **June 23, 2016**
- Time: **2:00 PM Local Time**

Faxed proposals will not be evaluated. The Department shall not accept a postmark date as the basis for meeting the proposal due date and time. Respondents should not interpret or otherwise construe receipt of a proposal after the due date and time as acceptance of the proposal, since the actual receipt of the proposal is a clerical function. The Department suggests the Respondent use certified or registered mail, or a delivery service such as United Parcel Service (UPS) to deliver the proposal. When hand delivering proposals, submitters should allow extra time to comply with building security and delivery procedures.

Hand-delivered proposals shall be delivered to the security desk located in the lobby of the building, at 55 Farmington Avenue. The Official Contact or designee of the Official Contact will be contacted by Security to receive the proposal and provide the Respondent or courier with a receipt upon request.

NOTEWORTHY: Proposals ARE NOT DEEMED TO BE RECEIVED by the Department until they are in the hands of the Official Contact or another representative of the Contract Administration and Procurement Unit designated by the Official Contact. Proposals that are received after the stated due date and time are considered to be late and shall not be evaluated. At the discretion of the Department, late proposals may be destroyed or retained for pick-up by the submitters.

An acceptable submission must include the following:

- One (1) original, five (5) conforming copies, and one (1) conforming, identical electronic copy on CD or DVD, **no flash drives** which must be compatible with Microsoft Office Word.

  This submission is Binder 1 of 2, and should be labeled CCSES_TFS_RFP_51916, Binder 1 of 2 containing:

- **Organizational Requirements**
- **Service Requirements**
- **Staffing Requirements Sharing**
- **Work Plan**
- **Subcontractor**

CCSES RFP Binder 1 of 2 original and copies shall be submitted in separate sealed envelope(s) or box (s).

- One (1) original, five (5) conforming copies, one (1) conforming, identical electronic copy on CD or DVD, **no flash drives** which must be compatible with Microsoft Office Word.
- The proposal labeled **CCSES_TFS_RFP_51916_COST Binder 2 of 2**, which **MUST be separate and distinct from the CCSES_TFS_RFP_51916 Binder 1 of 2**, containing:

- **Financial Requirements**
- **Budget Requirements**

The Department reserves the right to reject the proposal of any Respondent that is not financially viable based on the assessment of the annual financial statements.

CCSES_TFS_RFP_51916_COST Binder 2 of 2 original and copies shall be submitted in separate sealed envelope(s) or box (s).

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

10. **Multiple Proposals.** The submission of multiple proposals by the same Respondent is not an option with this procurement.

D. PROPOSAL FORMAT

1. **Required Outline.** All proposals shall follow the required outline presented in Section IV. Proposal Outline. Proposals that fail to follow the required outline will be deemed, at the discretion of the Department, non-responsive and not evaluated.
2. **Cover Sheet.** The Cover Sheet is Page 1 of the proposal. Respondents shall complete and use the PRINTED **Cover Sheet** form as Page 1 of the proposal, which is embedded in this section as a hyperlink.
3. **Table of Contents.** All proposals shall include a Table of Contents that conforms to the required proposal outline. (See Section IV, Proposal Outline.)
4. **Claim of Exemption from Disclosure.** Respondents are advised that all materials associated with this request, procurement or contract are subject to the terms of the Freedom of Information Act, Conn. Gen. Stat. §§ 1-200 *et seq*. (FOIA). Although there

are exemptions in the FOIA, they are permissive and not required. If a Respondent believes that certain information or documents or portions of documents required by this request, procurement, or contract is exempt from disclosure under the FOIA, the Respondent must mark such information or documents or portions of documents as EXEMPT. In Section IV. Proposal Outline C. of its submission, the Respondent must indicate the documents or pages where the information labeled EXEMPT is located in the submission.

For information or documents so referenced, the Respondent must provide a detailed explanation of the basis for the claim of exemption. Specifically, the Respondent must cite the FOIA exemption that it is asserting as the basis for claim that the marked material is exempt. In addition, the Respondent must apply the language of the statutory exemption to the information or documents or portions of documents that the Respondent is seeking to protect from disclosure. For example, if a Respondent marks a document as a trade secret, the Respondent must parse the definition in section 1-210(b)(5)(A) and show how all of the factors are met. Notwithstanding this requirement, DSS shall ultimately decide whether such information or documents are exempt from disclosure under the FOIA.

5. **Conflict of Interest - Disclosure Statement.** In Section IV. Proposal Outline D. of its submission, Respondents shall include a disclosure statement concerning any current business relationships (within the past three (3) years) that pose a conflict of interest, as defined by C.G.S. § 1-85. A conflict of interest exists when a relationship exists between the Respondent and a public official (including an elected official) or State employee that may interfere with fair competition or may be adverse to the interests of the State. The existence of a conflict of interest is not, in and of itself, evidence of wrongdoing. A conflict of interest may, however, become a legal matter if a Respondent tries to influence, or succeeds in influencing, the outcome of an official decision for its personal or corporate benefit. The Department will determine whether any disclosed conflict of interest poses a substantial advantage to the Respondent over the competition, decreases the overall competitiveness of this procurement, or is not in the best interests of the State. In the absence of any conflict of interest, a Respondent shall affirm such in the disclosure statement: *"[name of Respondent] has no current business relationship (within the past three (3) years) that poses a conflict of interest, as defined by C.G.S. § 1-85."*

6. **A statement.** Respondents shall include a statement that the Respondent is/is not a Connecticut based organization.

7. **Provide a signed release** allowing the Department to access any evaluative information, including but not limited to reviews conducted by any state agency, jurisdiction or commercial Respondent for which the Respondent has performed similar work in the past three (3) years.

8. **Evidence of Qualified Entity.** Respondents shall provide written assurance to the Department from its legal counsel that it is qualified to conduct business in the State of Connecticut and is not prohibited by its articles of incorporation, bylaws, or the laws under which it is incorporated from performing the services required under any resultant contract.

   The Department reserves the right to reject the submission of any Respondent in default of any current or prior contract.

9. **Executive Summary.** Proposals shall include a high-level summary of the proposal. The Executive Summary shall not exceed one (1) double-sided page and shall include

statements certifying that the following requirements have been accomplished by the Respondent:

a. Eligibility identity as a public or private 501(c)(3) nonprofit or for profit organization and proposed subcontractor(s) if applicable, meeting the following qualifications:

(If applicable, Respondents must provide proof of nonprofit status, such as a copy of the Internal Revenue Service (IRS) determination letter, stating 501(c)(3) nonprofit confirmations, and be submitted as required in Section IV. J. Appendices as **Appendix 1.***)*

1) A minimum of three (3) years of demonstrated experience working with Child Support Enforcement Agency; and

2) Within the last five (5) years, performed the following services requested in the RFP for at least one State or Territory:

- ✓ Needs Assessment
- ✓ Feasibility Study and Analysis of Alternatives
- ✓ Cost Benefit Analysis
- ✓ Implementation Advance Planning Document
- ✓ Project Management

The Department will not evaluate proposals from organizations that do not meet these minimum qualifications.

10. Attachments. Attachments other than the required Appendices and Forms identified in Section IV Proposal Outline are not permitted and will not be evaluated. Further, the required Appendices and Forms shall not be altered or used to extend, enhance or replace any requirement of this RFP. Failure to abide by these instructions will result in disqualification.

11. Style Requirements. The original proposal and each of the five (5) conforming copies of the original proposal shall conform to the following specifications:

Binding Type:	Loose leaf binders with the Legal Name of the Respondent, and the RFP Name appearing on the outside front cover of each binder: **CCSES_TFS_RFP_51916, Binder 1 of 2 and** **CCSES_TFS_RFP_51916_COST, Binder 2 of 2**
Dividers:	A tab sheet keyed to the table of contents shall separate each subsection of the proposal; the title of each subsection shall appear on the tab sheet
Paper Size:	8½" x 11", "portrait" orientation
Print Style:	2-sided
Font Size:	Minimum of 11-point
Font Type:	Arial or Tahoma
Margins:	The binding edge margin of all pages shall be a minimum of one and one half inches (1½"); all other margins shall be one inch (1")
Line Spacing:	Single-spaced

12. Pagination. The Legal Name of the Respondent shall be displayed in the header of each page. All pages, from the Cover Sheet through the required Appendices and Forms, shall be numbered consecutively in the footer.

13. **Packaging and Labeling Requirements.** All proposals shall be submitted in sealed envelopes or packages and be addressed to the Official Contact. The Legal Name and Address of the Respondent shall appear in the upper left corner of the envelope or package. The RFP Name shall be clearly displayed on the envelope or package:

    CCSES_TFS_RFP_51916, Binder 1 of 2 and

    CCSES_TFS_RFP_51916_COST, Binder 2 of 2

    Any received proposal that does not conform to these packaging or labeling instructions will be opened as general mail. Such a proposal may be accepted by the Department as a clerical function, but it will not be evaluated. At the discretion of the Department, such a proposal may be destroyed or retained for pick-up by the submitters.

■ E. EVALUATION OF PROPOSALS

1. **Evaluation Process.** It is the intent of the Department to conduct a comprehensive, fair, and impartial evaluation of proposals received in response to this RFP. When evaluating proposals, negotiating with successful Respondents, and offering the right to negotiate a contract, the Department will conform to its written procedures for POS procurements (pursuant to C.G.S. § 4-217) and the State's Code of Ethics (pursuant to C.G.S. §§ 1-84 and 1-85).
2. **Evaluation Team.** The Department will designate an Evaluation Team to evaluate proposals submitted in response to this RFP. The contents of all submitted proposals, including any confidential information, will be shared with the Evaluation Team. Only proposals found to be responsive (that is, complying with all instructions and requirements described herein) will be reviewed, rated, and scored. Proposals that fail to comply with all instructions will be rejected without further consideration. Attempts by any Respondent (or representative of any Respondent) to contact or influence any member of the Evaluation Team may result in disqualification of the Respondent.
3. **Minimum Submission Requirements.** All proposals shall comply with the requirements specified in this RFP. To be eligible for evaluation, proposals shall (a) be received on or before the due date and time; (b) meet the Minimum Qualifications set forth in Section C. Instructions 5. Minimum Qualifications of Respondent and as required in the Executive Summary; (c) meet the Proposal Format requirements; (d) follow the required Proposal Outline; (e) be complete, and (f) Respondents shall have completed and submitted all of the documents outlined in Section II. E. STATUTORY AND REGULATORY COMPLIANCE. Proposals that fail to follow instructions or satisfy these minimum submission requirements will not be reviewed further. The Department will reject any proposal that deviates significantly from the requirements of this RFP.
4. **Evaluation Criteria (and Weights).** Proposals meeting the Minimum Submission Requirements will be evaluated according to the established criteria. The criteria are the objective standards that the Evaluation Team will use to evaluate the technical merits of the proposals. Only the criteria listed below will be used to evaluate proposals. The criteria are weighted according to their relative importance. The weights are confidential.
    - Organizational Requirements
    - Service Requirements
    - Staffing Requirements
    - Work Plan
    - Subcontractor
    - Financial Requirements

- Budget Requirements

The Department reserves the right to reject the proposal of any Respondent that is not financially viable based on the assessment of the annual financial statements.

5. **Respondent Selection.** Upon completing its evaluation of proposals, the Evaluation Team will submit the rankings of all proposals to the Department head. The final selection of a successful Respondent is at the discretion of the Department head. Any Respondent selected will be so notified and offered an opportunity to negotiate a contract with the Department. Such negotiations may, but will not automatically, result in a contract. Any resulting contract will be posted on the State Contracting Portal. All unsuccessful Respondents will be notified by e-mail or U.S. mail, at the Department's discretion, about the outcome of the evaluation and Respondent selection process.

6. **Debriefing.** After receiving notification of the outcome of the procurement from the Department, any Respondent may contact the Official Contact and request a Debriefing of the procurement process and its proposal. If Respondents still have questions after receiving this information, they may contact the Official Contact and request a meeting with the Department to discuss the procurement process. The Department shall schedule and conduct Debriefing meetings that have been properly requested, within **fifteen (15) days** of the Department's receipt of a request. The Debriefing meeting shall not include or allow any comparisons of any proposals with other proposals, nor should the identity of the evaluators be released. The Debriefing process shall not be used to change, alter or modify the outcome of the competitive procurement. More detailed information about requesting a Debriefing may be obtained from the Official Contact.

7. **Appeal Process.** Any time after the submission due date, but **not later than thirty (30) days** after the Department notifies Respondents about the outcome of the competitive procurement, Respondents may submit an Appeal to the Department. The e-mail sent date or the postmark date on the notification envelope will be considered "day one" of the thirty (30) days. Respondents may appeal any aspect of the Department's competitive procurement; however, such Appeal shall be in writing and shall set forth facts or evidence in sufficient and convincing detail for the Department to determine whether during any aspect of the competitive procurement there was a failure to comply with the State's statutes, regulations or standards concerning competitive procurement or the provisions of the RFP. Any such Appeal shall be submitted to the Agency Head with a copy to the Official Contact. The Respondent shall include the basis for the Appeal and the remedy requested. The filing of an Appeal shall not be deemed sufficient reason for the Department to delay, suspend, cancel or terminate the procurement process or execution of a contract. More detailed information about filing an Appeal may be obtained from the Official Contact.

8. **Contest of Solicitation or Award.** Pursuant to Section 4e-36 of the Connecticut General Statutes, "Any bidder or proposer on a state contract may contest the solicitation or award of a contract to a subcommittee of the State Contracting Standards Board…" More detailed information is available on the State Contracting Standards Board web site at http://www.ct.gov/scsb/site/default.asp.

9. **Contract Execution.** Any contract developed and executed as a result of this RFP is subject to the Department's contracting procedures, which may include approval by the Office of the Attorney General.

II. MANDATORY PROVISIONS

■ A. STANDARD CONTRACT, PARTS I AND II

By submitting a proposal in response to this RFP, the Respondent implicitly agrees to comply with the provisions of Parts I and II of the State's "standard contract":

Part I of the standard contract is maintained by the Department and will include the scope of services, contract performance, budget, reports, and program-specific provisions of any resulting contract. A sample of Part I is available from the Department's Official Contact upon request.

Part II of the standard contract is maintained by OPM and includes the mandatory terms and conditions of the contract. Part II is available on OPM's web site at: http://www.ct.gov/opm/fin/standard_contract.

Note:

Included in Part II of the standard contract is the State Elections Enforcement Commission's notice (pursuant to C.G.S. § 9-612(g)(2)) advising executive branch State Respondents and prospective State Respondents of the ban on campaign contributions and solicitations.

Part I of the standard contract may be amended by means of a written instrument signed by the Department, the selected Respondent (Respondent), and, if required, the Attorney General's Office. Part II of the standard contract may be amended only in consultation with, and with the approval of, the Office of Policy and Management and the Attorney General's office.

■ B. ASSURANCES

By submitting a proposal in response to this RFP, a Respondent implicitly gives the following assurances:

1. **Collusion.** The Respondent represents and warrants that it did not participate in any part of the RFP development process and had no knowledge of the specific contents of the RFP prior to its issuance. The Respondent further represents and warrants that no agent, representative, or employee of the State participated directly in the preparation of the Respondent's proposal. The Respondent also represents and warrants that the submitted proposal is in all respects fair and is made without collusion or fraud.
2. **State Officials and Employees.** The Respondent certifies that no elected or appointed official or employee of the State has or will benefit financially or materially from any contract resulting from this RFP. The Department may terminate a resulting contract if it is determined that gratuities of any kind were either offered or received by any of the aforementioned officials or employees from the Respondent, Respondent, or its agents or employees.
3. **Competitors.** The Respondent assures that the submitted proposal is not made in connection with any competing organization or competitor submitting a separate proposal in response to this RFP. No attempt has been made, or will be made, by the Respondent to induce any other organization or competitor to submit, or not submit, a proposal for the purpose of restricting competition. The Respondent further assures that the proposed costs have been arrived at independently, without consultation, communication, or agreement with any other organization or competitor for the purpose of restricting competition. Nor has the Respondent knowingly disclosed the proposed costs on a prior basis, either directly or indirectly, to any other organization or competitor.

4. **Validity of Proposal.** The Respondent certifies that the proposal represents a valid and binding offer to provide services in accordance with the terms and provisions described in this RFP and any amendments or addenda hereto. The submission shall remain valid for a period of 180 days after the submission due date and may be extended beyond that time by mutual agreement. At its sole discretion, the Department may include the proposal, by reference or otherwise, into any contract with the successful Respondent.
5. **Press Releases.** The Respondent agrees to obtain prior written consent and approval of the Department for press releases that relate in any manner to this RFP or any resultant contract.

■ C. TERMS AND CONDITIONS

By submitting a proposal in response to this RFP, a Respondent implicitly agrees to comply with the following terms and conditions:

1. **Equal Opportunity and Affirmative Action.** The State is an Equal Opportunity and Affirmative Action employer and does not discriminate in its hiring, employment, or business practices. The State is committed to complying with the Americans with Disabilities Act of 1990 (ADA) and does not discriminate on the basis of disability in admission to, access to, or operation of its programs, services, or activities.
2. **Preparation Expenses.** Neither the State nor the Department shall assume any liability for expenses incurred by a Respondent in preparing, submitting, or clarifying any proposal submitted in response to this RFP.
3. **Exclusion of Taxes.** The Department is exempt from the payment of excise and sales taxes imposed by the federal government and the State. Respondents are liable for any other applicable taxes.
4. **Proposed Costs.** No cost submissions that are contingent upon a State action will be accepted. All proposed costs shall be fixed through the entire term of the contract.
5. **Changes to Proposal.** No additions or changes to the original proposal will be allowed after submission. While changes are not permitted, the Department may request and authorize Respondents to submit written clarification of their proposals, in a manner or format prescribed by the Department, and at the Respondent's expense.
6. **Supplemental Information.** Supplemental information will not be considered after the deadline for submission of proposals, unless specifically requested by the Department. The Department may ask a Respondent to give demonstrations, interviews, oral presentations or further explanations to clarify information contained in a proposal. Any such demonstration, interview, or oral presentation will be at a time selected and in a place provided by the Department. At its sole discretion, the Department may limit the number of Respondents invited to make such a demonstration, interview, or oral presentation and may limit the number of attendees per Respondent.
7. **Presentation of Supporting Evidence.** If requested by the Department, a Respondent shall be prepared to present evidence of experience, ability, data reporting capabilities, financial standing, or other information necessary to satisfactorily meet the requirements set forth or implied in this RFP. At its discretion, the Department may also check or contact any reference provided by the Respondent.
8. **RFP Is Not An Offer.** Neither this RFP nor any subsequent discussions shall give rise to any commitment on the part of the State or the Department or confer any rights on any Respondent unless and until a contract is fully executed by the necessary parties. The contract document will represent the entire agreement between the Respondent and the Department and will supersede all prior negotiations, representations or agreements, alleged or made, between the parties. The State shall assume no liability

for costs incurred by the Respondent or for payment of services under the terms of the contract until the successful Respondent is notified that the contract has been accepted and approved by the Department and, if required, by the Attorney General's Office.

■ D. RIGHTS RESERVED TO THE STATE

By submitting a proposal in response to this RFP, a Respondent implicitly accepts that the following rights are reserved to the State:

1. **Timing Sequence.** The timing and sequence of events associated with this RFP shall ultimately be determined by the Department.
2. **Amending or Canceling RFP.** The Department reserves the right to amend or cancel this RFP on any date and at any time, if the Department deems it to be necessary, appropriate, or otherwise in the best interests of the State.
3. **No Acceptable Proposals.** In the event that no acceptable proposals are submitted in response to this RFP, the Department may reopen the procurement process, if it is determined to be in the best interests of the State.
4. **Offer and Rejection of Proposals.** The Department reserves the right to offer in part, and/or to reject any and all proposals in whole or in part, for misrepresentation or if the proposal limits or modifies any of the terms, conditions, or specifications of this RFP. The Department may waiver minor technical defects, irregularities, or omissions, if in its judgment the best interests of the State will be served. The Department reserves the right to reject the proposal of any Respondent who submits a proposal after the submission due date and time.
5. **Sole Property of the State.** All proposals submitted in response to this RFP are to be the sole property of the State. Any product, whether acceptable or unacceptable, developed under a contract offered as a result of this RFP shall be the sole property of the State, unless stated otherwise in this RFP or subsequent contract. The right to publish, distribute, or disseminate any and all information or reports, or part thereof, shall accrue to the State without recourse. The Department shall have all ownership rights in software or modifications thereof and associated documentation designed, developed or installed with Federal financial participation. The Federal Department of Health and Human Services, Administration for Children and Families, reserves a royalty-free, non-exclusive, and irrevocable license to reproduce, publish, or otherwise use and to authorize others to use for Federal Government purposes, such software, modifications, and documentation.
6. **Contract Negotiation.** The Department reserves the right to negotiate or contract for all or any portion of the services contained in this RFP. The Department further reserves the right to contract with one or more Respondent(s) for such services. After reviewing the scored criteria, the Department may seek Best and Final Offers (BFOs) on cost from Respondents. The Department may set parameters on any BFOs received.
7. **Clerical Errors in Offer.** The Department reserves the right to correct inaccurate offers resulting from its clerical errors. This may include, in extreme circumstances, revoking the offering of the right to negotiate a contract already made to a Respondent and subsequently offering the right to negotiate a contract to another Respondent. Such action on the part of the State shall not constitute a breach of contract on the part of the State since the contract with the initial Respondent is deemed to be void *ab initio* and of no effect as if no contract ever existed between the State and the Respondent.
8. **Personnel.** When the Department is the sole funder of a purchased service, the Department reserves the right to approve any additions, deletions, or changes in personnel, with the exception of personnel who have terminated employment. The Department also reserves the right to approve replacements for personnel who have

terminated employment. The Department further reserves the right to require the removal and replacement of any of the Respondent's personnel who do not perform adequately, regardless of whether they were previously approved by the Department.

■ E. STATUTORY AND REGULATORY COMPLIANCE

By submitting a proposal in response to this RFP, the Respondent implicitly agrees to comply with all applicable State and federal laws and regulations, including, but not limited to, the following.

Updated affidavits and forms to BizNet should be uploaded annually. DAS will notify the Respondent one month in advance of expiration of uploads to BizNet.

1. **Freedom of Information, C.G.S. § 1-210(b).** The Freedom of Information Act (FOIA) generally requires the disclosure of documents in the possession of the State upon request of any citizen, unless the content of the document falls within certain categories of exemption, as defined by C.G.S. § 1-210(b). Respondents are generally advised not to include in their proposals any confidential information. If the Respondent indicates that certain documentation, as required by this RFP in Section I.C.11 above, is submitted in confidence, the State will endeavor to keep said information confidential to the extent permitted by law. The State has no obligation to initiate, prosecute, or defend any legal proceeding or to seek a protective order or other similar relief to prevent disclosure of any information pursuant to a FOIA request. The Respondent has the burden of establishing the availability of any FOIA exemption in any proceeding where it is an issue. While a Respondent may claim an exemption to the State's FOIA, the final administrative authority to release or exempt any or all material so identified rests with the State. In no event shall the State or any of its employees have any liability for disclosure of documents or information in the possession of the State and which the State or its employees believe(s) to be required pursuant to the FOIA or other requirements of law.
2. **Contract Compliance, C.G.S. § 4a-60 and Regulations of CT State Agencies § 46a-68j-21 thru 43, inclusive.** CT statute and regulations impose certain obligations on State agencies (as well as Respondents and subcontractors doing business with the State) to ensure that State agencies do not enter into contracts with organizations or businesses that discriminate against protected class persons. Detailed information is available on CHRO's web site at Contract Compliance.

   IMPORTANT NOTE: The Respondent shall upload the Workplace Analysis Affirmative Action Report through an automated system hosted by the Department of Administrative Services (DAS)/Procurement Division, and the Department of Social Services can review said document online. The DAS guide to uploading affidavits and nondiscrimination forms online is embedded in this section as a hyperlink.
3. **Consulting Agreements, C.G.S. § 4a-81.** Proposals for State contracts with a value of $50,000 or more in a calendar or fiscal year, excluding leases and licensing agreements of any value, shall require a consulting agreement affidavit attesting to whether any consulting agreement has been entered into in connection with the proposal. As used herein "consulting agreement" means any written or oral agreement to retain the services, for a fee, of a consultant for the purposes of (A) providing counsel to a Respondent, vendor, consultant or other entity seeking to conduct, or conducting, business with the State, (B) contacting, whether in writing or orally, any executive, judicial, or administrative office of the State, including any Department, institution, bureau, board, commission, authority, official or employee for the purpose of solicitation, dispute resolution, introduction, requests for information or (C) any other similar activity related to such contract. Consulting agreement does not include any agreements entered into with a consultant who is registered under the provisions of

C.G.S. Chapter 10 as of the date such affidavit is submitted in accordance with the provisions of C.G.S. § 4a-81. The Consulting Agreement Affidavit (OPM Ethics Form 5) is available on OPM's website at OPM: Ethics Forms
IMPORTANT NOTE: The Respondent shall upload the Consulting Agreement Affidavit (OPM Ethics Form 5) through an automated system hosted by the Department of Administrative Services (DAS)/Procurement Division, and the Department of Social Services can review said document online. The DAS guide to uploading affidavits and nondiscrimination forms online is embedded in this section as a hyperlink.

4. **Limitation on Use of Appropriated Funds to Influence Certain Federal Contracting and Financial Transactions, 31 USC § 1352.** A responsive proposal shall include a Certification Regarding Lobbying form, which is embedded in this section as a hyperlink, attesting to the fact that none of the funds appropriated by any Act may be expended by the recipient of a Federal contract, grant, loan, or cooperative agreement to pay any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the: (A) awarding of any Federal contract; (B) making of any Federal grant; (C) making of any Federal loan; (D) entering into of any cooperative agreement; or (E) extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

5. **Gift and Campaign Contributions, C.G.S. §§ 4-250 and 4-252(c); Governor M. Jodi Rell's Executive Orders No. 1, Para. 8 and No. 7C, Para. 10; C.G.S. § 9-612(g)(2).** If a Respondent is offered an opportunity to negotiate a contract with an anticipated value of $50,000 or more in a calendar or fiscal year, the Respondent shall fully disclose any gifts or lawful contributions made to campaigns of candidates for statewide public office or the General Assembly. Municipalities and CT State agencies are exempt from this requirement. The gift and campaign contributions certification (OPM Ethics Form 1) is available on OPM's website at OPM: Ethics Forms.

   IMPORTANT NOTE: The selected Respondent shall upload the Gift and Campaign Contributions Certification (OPM Ethics Form 1) through an automated system hosted by the Department of Administrative Services (DAS)/Procurement Division prior to contract execution, and the Department of Social Services can review said document online. The DAS guide to uploading affidavits and nondiscrimination forms online is embedded in this section as a hyperlink.

6. **Nondiscrimination Certification, C.G.S. §§ 4a-60(a)(1) and 4a-60a(a)(1).** If a Respondent is offered an opportunity to negotiate a contract, the Respondent shall provide the Department with *written representation* or *documentation* that certifies the Respondent complies with the State's nondiscrimination agreements and warranties. A nondiscrimination certification is required for all State contracts – regardless of type, term, cost, or value. Municipalities and CT State agencies are exempt from this requirement. The nondiscrimination certification forms are available on OPM's website at OPM: Nondiscrimination Certification

   IMPORTANT NOTE: The selected Respondent shall upload the Nondiscrimination Certification through an automated system hosted by the Department of Administrative Services (DAS)/Procurement Division prior to contract execution, and the Department of Social Services can review said document online. The DAS guide to uploading affidavits and nondiscrimination forms online is embedded in this section as a hyperlink.

7. **Reciprocal Preference Statue and Resident Bidder Status** – The following statute is included in this RFP as information to the Bidder/Respondent: Connecticut Public Act 08-154, embedded as the following hyperlink, PA 08-154 (SB 679), enacted a reciprocal preference statute which states that if a bidder that is not from Connecticut, a "nonresident bidder," bids on a Connecticut procurement, and the bidder comes from a state that disadvantages nonresident bidders by adding a percent increase to the total cost of the out-of-state bidder's proposal, Connecticut state agencies will apply the same percent increase to the nonresident bidder's cost proposal that the home state of the nonresident bidder would apply to a nonresident bidder's cost proposal.

8. **Small, Minority or Women's Business Enterprise**
Section 4a-60g of the General Statutes of Connecticut (C.G.S.) sets forth the requirements of each Executive Branch agency relative to the Connecticut Supplier Diversity program. Pursuant to that statute, at least 25 percent of the total value of all contracts must be set aside for small contractors and minority business enterprises. The Department of Social Services supports the use of diverse suppliers in fulfilling its contracts wherever possible, including contracts that have not been specifically designated as Supplier Diversity set-asides. Accordingly, if subcontractors are to be used, the Department of Social Services encourages, but does not require, that the Respondent make a "Good Faith Effort" to set aside a portion of the resultant contract for a small, minority, or women's business enterprise as a proposed subcontractor for the supply of goods and services. Prospective Respondents may obtain a list of small, minority and women's business enterprises certified to participate in the Supplier Diversity program at the State of Connecticut Department of Administrative Services Web site at http://www.biznet.ct.gov/SDSearch/SDSearch.aspx or by calling 860-713-5236. While the Department of Social Services encourages the Respondent to utilize diverse suppliers wherever possible, this is not a requirement and will not be weighed in the review of the proposal.

III. PROGRAM INFORMATION

A. DEPARTMENT OVERVIEW

Department Overview

The Department of Social Services (Department/DSS) administers and delivers a wide variety of services to children, families, adults, people with disabilities and elders, including health care coverage, child support, long-term care and supports, energy assistance, food and nutrition aid, and program grants. DSS administers a myriad of state and federal programs and approximately one-third of the state budget, currently serving more than 950,000 individuals in 600,000 households (October 2014 data).

By statute, DSS is the state agency responsible for administering a number of programs under federal legislation, including the Food Stamp Act, the Older Americans Act, and the Social Security Act.

The Department is headed by the Commissioner of Social Services, Roderick L. Bremby. The agency delivers most of its programs through 12 field offices (including three benefits centers available by phone) located throughout the state, with central administrative offices located in Hartford. In addition, many services funded by the agency are available through community-based agencies and partner Respondents.

Mission and Vision

DSS Mission

Guided by shared belief in human potential, we aim to increase the security and well-being of Connecticut individuals, families, and communities.

DSS Vision

To become a world-class service organization.

B. BUREAU OF CHILD SUPPORT ENFORCEMENT (BCSE) OVERVIEW

The mission of the Bureau of Child Support Enforcement within the Connecticut Department of Social Services is to improve the well-being of children, promote the self-sufficiency of families, and deliver quality child support services, with recognition that to grow and thrive children require the financial, medical, and emotional support of both parents, regardless of their living situation or relationship.

Within that mission it is BCSE's goal to improve the circumstances of children and their families by providing a path to self-sufficiency. This is done by providing the following services: establish legal paternity of children, locate non-custodial parents, establish monetary and medical support orders obligating parents to support their children, assist parents in addressing any needs or issues they may have via referrals to other agencies and / or community resources, collect and distribute child support payments and modify child support orders if appropriate.

The Bureau of Child Support Enforcement has cooperative agreements with other agencies under the Child Support Program's 'umbrella:' Those agencies include the Attorney General's Office (AGO), which is the legal counsel for the Child Support Program, Support Enforcement Services, Judicial Branch, responsible for court based enforcement and most modification processes, Family Support Magistrates, Judicial Branch, responsible for adjudicating court cases in the Child Support / IV-D Program and Court Operations, of the Judicial Branch.

In addition to its core mission, BCSE is a key stakeholder of the Fatherhood Initiative, a unique program whose operation is currently not within Connecticut Child Support Enforcement System (CCSES) or any other enterprise system. The John S. Martinez Fatherhood Initiative of Connecticut is a multi-agency statewide program led by the DSS. This initiative focuses on providing fathers with the skills and support they need to be involved in the lives of their children. The Fatherhood Initiative began in 1999 and serves as the umbrella under which all fatherhood efforts within and across agencies fall. Other agencies partnering in the Initiative include the Departments of Children & Families, Correction, Education, Labor, Mental Health & Addiction Services, and Public Health. Overall, the Fatherhood Initiative offers a comprehensive set of services, including intensive case management, economic stability services, and group sessions, all geared towards promoting the positive involvement and interactions of fathers with their children.

■ C. CONNECTICUT CHILD SUPPORT ENFORCEMENT SYSTEM OVERVIEW

CCSES is the BCSE's legacy system that has been in continuous operation since July 1987. It is a federally required and certified case maintenance system (45 CFR §302.85) that maintains case records and account information on 195,366 active cases, serving 179,635 minor children (FFY 2014). The system carries out all functions of the Title IV-D Child Support Enforcement Program, and is the principal tool used by BCSE and cooperating agencies for: Case Initiation, Locate, Establishment, Case Management, Enforcement, Financial Management, Reporting, Security and Privacy, and Customer Service.

CCSES is a "green screen", character based application using an older UniVerse multivalued database system. As an application designed in this time period, CCSES reflects the technologies and security sensibilities of the day. Entering and accessing data are overly onerous tasks that are counterintuitive to new users and slow their training. Even minor changes to existing screens can present productivity and training challenges to experienced users. The database design leads to poor data quality and duplicate records.

While the agency has vigorously enhanced the system since going live in 1987, compliance with multiple regulatory requirements from HHS, IRS, SSA, etc., is becoming harder to satisfy and consumes more resources in both human and monetary capital. Some requirements, such as data labeling and continuous monitoring, cannot be fully satisfied within the existing application and database management software.

■ D. MAIN PROPOSAL

Where the Respondent's response to a specific requirement reflects the Respondent's response to another requirement, the Respondent may cite the other response instead of reproducing it.

Throughout the RFP: If a Respondent is proposing subcontractor (s) to provide requirements of the Request for Proposals, information in regard to the subcontractor(s) and those requirements must be provided in those appropriate sections.

1.0 Organizational Requirements-Maximum Page Limitation= Five (5) double-sided pages

General - **Responses to the requirements in this section must describe the Respondent's and any proposed subcontractor's** background and experience relevant to performing a Needs Assessment, Feasibility Study and Analysis of Alternatives, and Cost Benefit Analysis, assisting with the development of an Implementation Advance Planning Document (IAPD), and providing project management for such activities.

The responses must also address the details regarding the Respondent's organization, and resources of the organization. The proposal must clearly describe the Respondent's ability and competence to perform the requirements described in this RFP.

To submit a responsive proposal, **THE RESPONDENT SHALL** provide the following information required regarding administrative and operational capabilities of the Respondent and subcontractor, if applicable.

a. **Corporate Overview**. Provide a brief overview of the Respondent's organization including the type of organization, corporate address, and years in operation.

b. **Functional Organization**. Provide an organization chart showing the hierarchical structure of functions and positions within the Respondent's organization. Identify the Respondent's point of contact for this RFP, who will represent and bind the company.

c. **Qualifications**. Describe how the Respondent meets the minimum qualifications described in Section 1.C.5 Minimum Qualifications of this RFP.

   If the Respondent is proposing the use of a subcontractor and has elected to make a Good Faith Effort to utilize diverse suppliers, **THE RESPONDENT SHALL** describe its effort to set aside a portion of the resultant contract for a small, minority, or women's business enterprise. While the Department of Social Services encourages the Respondent to utilize diverse suppliers wherever possible, this is not a requirement and will not be weighed in the review of the proposal.

d. **References**. Provide three (3) references for the Respondent where the Respondent has provided similar services as detailed in this Request. At least one of the references shall be from a Child Support Enforcement Agency where the Respondent has provided similar services.

Note: It is the Respondent's responsibility to ensure accuracy of reference information and availability of reference for a reference check from the Department. Unavailability of the reference will result in the minimum available evaluation criteria score being assigned for the reference section of the Organizational Requirements. References should be prepared to speak to the Respondent's child support enforcement and feasibility study experience.

e. **Department Responsibilities**. Respondents shall identify specific support required from the Department to perform the tasks in any resultant contract in their proposals. Support may include, but is not limited to Department staff time, Departmental reports or information required, or any other resources the Resultant Respondent expects the Department to provide, in addition to the support identified. The Department shall, at a minimum:

1) Accommodate work space for the successful Respondent located in proximity to the BCSE Team at 55 Farmington Ave. Hartford, CT.

2) Monitor the Resultant Respondent's performance and request updates, as appropriate;

3) Respond to requests for policy interpretations;

4) Schedule and hold regular program meetings with the Resultant Contractor;

5) Provide a process for and facilitate open discussions with DSS Staff and Respondent personnel to gather information regarding recommendations and suggestions for improvement; and

6) Make DSS staff available to assist with all aspects of the CCSES Transition effort.

Specific Department responsibilities are:

i. Program Management: A Project Director will be appointed by DSS. This individual will be responsible for monitoring program progress and will have final authority to approve/disapprove program deliverables;

ii. Staff Coordination: The Project Director will coordinate all necessary contacts between the Resultant Respondent and Department staff; and

iii. Approval of Deliverables: The Project Director will review, evaluate, and approve all deliverables prior to the Resultant Respondent being released from further responsibility.

The Department retains the ultimate decision-making authority required to ensure program tasks are completed.

f. **Feasibility Study Experience**. The Respondent shall describe its feasibility study experience and successes relevant to this Request, including all state and territories where Respondent has completed a feasibility study:

The Respondent shall identify the state or territory and agency or public entity for which the feasibility study was performed, the subject of the study, the start and end dates of the feasibility study, and the recommended option, utilizing the below format:

#	State / Territory	State Agency or Public Entity	Subject	Start	End	Recommendation

g. **Other Child Support Enforcement Experience**. The Respondent shall describe its experience in the field of Child Support Enforcement providing services not otherwise detailed in the above section.

2.0 Service Requirements-Maximum Page Limitation= Twenty five double- sided pages

General - A responsive proposal shall demonstrate an understanding of the purpose, goals and requirements this Request. A responsive proposal must detail the Contractor's understanding of and proposed approach to perform each required activity or deliverable set forth in this section.

To submit a responsive proposal, **THE RESPONDENT SHALL** provide the following information required regarding the Service Requirement capabilities of the Respondent and subcontractor, if applicable.

a. Project Management. The Resultant Contractor shall be responsible for providing project management for all services specified in this Request based on best practices. The Resultant Contractor shall provide a Project Manager, who is experienced in Information Technology Project Management and has demonstrable experience and understanding of Federal and State Child Support systems and related requirements. Resultant Contractor staff assigned to perform services under the resulting agreement shall be experienced in conducting large scale technology feasibility studies, including providing resulting recommendations. Deliverables related to Project Management and their due dates are included below:

Deliverable #	Deliverable	Due Date
a.1	Kick Off Deck	One week from contract signing
a.2	Initial Project Plan	One week from contract signing
a.3	Project Management Plan	Two weeks from contract signing
a.4	Status Report (at frequency to be proposed by Contractor)	Four weeks from contract signing

1) **The Respondent shall explain** their approach and methodology for managing this project, anticipated risks and issues, and their mitigation plans, how the project team will be organized, deliverable creation and review process, and a draft initial project plan.

b. Needs Assessment. The purpose of the Needs Assessment in this feasibility study is to identify the current and future State needs, the existing CCSES system's ability to meet the current needs, and develop a Gap Analysis identifying how the future needs of the State will be met through this system modernization effort. The Resultant Contractor will work with BCSE to document the existing system, functionality, identify and review State and Federal requirements, and meet with stakeholders to identify work flow processes, baseline functional and technical requirements, a functionality gap analysis, and a conceptual systems design. The Resultant Contractor will work with BCSE to identify the documentation required for this review and the final format of the deliverable:

Deliverable #	Deliverable	Due Date
b.1	Needs Assessment	To be proposed by Contractor

1) **The Respondent shall** present its methodology and approach for conducting the Needs Assessment, including a documentation of business needs, requirements definition and documentation, a gap analysis of missing functionality, functionality in need of automation, improvement or modification from the current CCSES, and a conceptual system design of a future state system.

c. <u>Feasibility Study and Analysis of Alternatives</u>. The Resultant Contractor will work with BCSE to utilize the Needs Assessment and other resources to determine the best approach for transitioning from BCSE's legacy CCSES, including examination of the following alternatives:

- Transfer of an OCSE certified system from another state
- Implementation of an existing COTS solution
- Enhancement to existing CCSES system
- Replacement of the system utilizing new development
- Additional alternative(s) as submitted by the vendor community as a result of the procurement process
- Some combination of the above approaches

Deliverable #	Deliverable	Due Date
c.1	Feasibility Study	To be proposed by Contractor

1) **The Respondent shall** propose a baseline set of evaluation criteria that will be used in the Feasibility Study Alternatives Analysis. This should include the Respondent's methodology, factors used to determine an alternative's viability, federal or other guidance to be leveraged or referenced, and how the best option will be chosen among a set of viable options.

d. <u>Cost Benefit Analysis</u>. The Resultant Contractor shall perform a cost-benefit analysis of the proposed CCSES transition alternatives identified as viable in the Feasibility Study and Alternatives Analysis. The transition solution(s) that provide the best value and fit to the BCSE and federal requirements will be selected for development.
In conducting the cost benefit analysis, the Resultant Contractor will conform to guidelines published by the Department of Health and Human Services (DHHS), Administration for Child and Families (ACF) in July 1993 and the Companion Guide issued August 1994 and any subsequent updates, as well as any other relevant guidance.

Deliverable #	Deliverable	Due Date
d.1	Cost Benefit Analysis	To be proposed by Contractor

1) **The Respondent shall** outline their proposed approach or methodology for conducting the cost benefit analysis, including but not limited to how baseline and projected system lifecycle costs will be determined, the types of costs and benefits to be examined and quantified, and how these will be documented and reviewed with BCSE.

e. <u>IAPD Development</u>. As the Resultant Contractor assists the State with a determination related to which CCSES Transition Feasibility Study alternative to implement, the Contractor shall develop an *Implementation Advanced Planning Document (IAPD)* for submittal to OCSE. The *IAPD* is a written plan of action used by the State to request Federal Financial Participation (FFP) in the costs of design, developing and implementing the system. The *IAPD* is a comprehensive and thorough document that sets forth specific detailed information and summarizes or provides key documents prepared during the Planning Phase.

The Resultant Contractor shall also support any Federal reviews related to the *IAPD*, including presentations or other documentation on the methodologies, activities, and development of the deliverables called for in this Request. The Resultant Contractor shall provide any written response requested by Federal reviews on any issues or questions raised in response of the submittal of the *IAPD* or other deliverables. The detail in the *IAPD* should be commensurate with the complexity and scope of the CCSES Transition effort. The Contractor shall also develop an executive summary of the *IAPD* for the BCSE Director.

Deliverable #	Deliverable	Due Date
e.1	IAPD (approved by OCSE)	To be proposed by Contractor

1) **The Respondent shall** illustrate the approach and methodology for developing the *IAPD*, including the process for supporting state and federal reviews.

3.0 Staffing Requirements-Maximum Page Limitation= Five (5) double-sided pages

To submit a responsive proposal, **THE RESPONDENT SHALL** provide the following information in relation to Staffing Requirements:

a. **Team**. Identify the team for the project, to minimally include the Project Manager, and Functional Lead.

b. **Qualifications and Experience**. Provide qualifications, experience and credentials/licensure for each team member.

c. **Project Roles**. Provide proposed role and activities for each team member.

d. **Organizational Chart**. Provide an organizational chart for the project.

e. **Resumes**. Provide resumes for all team members, not to exceed three (3) pages per resume, in **Appendix 3**, Team Resumes. Resumes are not included in the page limitation of this section.

If the Respondent is selected as the Contractor, the contractor shall:

1) Inform the Department in writing of any revisions to the organizational chart, team or personnel and affirmative action policies at the time revisions occur.

2) Submit to the Department for prior written approval changes in personnel.

3) Submit to the Department the name and credentials of any persons who are proposed to replace existing or previously proposed program management staff or other personnel identified by the Department.

4) Refrain from initiating any change(s) that may or will negatively impact the Department or adversely affect the ability of the Resultant Contractor to meet any requirement or deliverable set forth in this RFP.

4.0 Work Plan Requirements-Maximum Page Limitation=Five (5) double-sided pages

To submit a responsive proposal, **THE RESPONDENT SHALL** include a comprehensive and realistic work plan. The proposed work plan shall include:

a. Start-up and implementation activities to be carried out by the Resultant Contractor upon notification of the right to negotiate a contract;

b. Tasks to be carried out to perform the activities and deliverables detailed in this Request;

c. Clearly marked predecessor and successor tasks, and illustrated dependencies between tasks;

d. Resources required to carry out the tasks, including their allocation as well as estimates for required State resources; and

e. The Respondent shall be ready to execute on the Work Plan upon selection as Contractor, and will finalize such work plan with the State at the earliest convenience.

5.0 Subcontractor – No page limitation

Each organization that will be delivering CCSES Services must be identified in the proposal. All proposed subcontractors are subject to the Department's prior approval. **To submit a responsive proposal, THE RESPONDENT SHALL** include the following information about each proposed subcontractor.

a. A Subcontractor Profile for each proposed subcontractor, which is embedded in this section as a hyperlink, shall be included in Section IV. J. Appendices, as **Appendix 4.**

b. A draft written agreement between the respondent and each proposed subcontractor shall be included in Section IV. J. Appendices, as **Appendix 5**. Selected respondents shall be required to submit a copy of a final written agreement with each subcontractor prior to contract execution.

c. A letter of commitment from each proposed subcontractor, indicating willingness to provide the proposed services throughout the entire contract period, shall be included in Section IV. J. Appendices, **Appendix 6**. Each letter must be signed by an authorized official of the proposed subcontractor.

Note: The contractor is permitted to make subcontract(s) with any other qualified party for furnishing any of the work or services in this Request. However, the State expects the contractor to have the necessary qualifications requested in the RFP, and if necessary, to leverage subcontractor to augment their qualifications and capability to deliver effectively.

The contractor shall be solely responsible for performance of the entire contract whether or not subcontractors are used. The State shall not be involved in the relationship between the prime contractor and the subcontractor. Any issues that arise as a result of this relationship shall be resolved by the prime contractor. All references to the contractor shall be construed to encompass both the contractor and any subcontractors of the contractor.

6.0 Data Sharing/Security - FYI ONLY

The successful Respondent shall adhere to the following Protection of Personal Information as noted in the Part II Terms and Conditions.

a. Contractor and Contractor Parties, at their own expense, have a duty to and **shall protect from a Personal Information Breach any and all Personal Information** which they come to possess or control, wherever and however stored or maintained, in a commercially reasonable manner in accordance with current industry standards.

   http://www.ct.gov/doit/cwp/view.asp?a=1245&q=253968http://www.ct.gov/doit/cwp/view.asp?a=1245&q=253968

b. Each Contractor or Contractor Party **shall implement and maintain a comprehensive data security program** for the protection of Personal Information. The safeguards contained in such program shall be consistent with and comply with the safeguards for protection of Personal Information, and information of a similar character, as set forth in all applicable federal and state law and written policy of the Department or State concerning the confidentiality of Personal Information. **Such data-security program shall include, but not be limited to, the following:**

   1) **A security policy for employees related to the storage, access and transportation of data containing Personal Information;**
   2) **Reasonable restrictions on access to records containing Personal Information, including access to any locked storage where such records are kept;**
   3) **A process for reviewing policies and security measures at least annually;**
   4) **Creating secure access controls to Personal Information, including but not limited to passwords; and**
   5) **Encrypting of Personal Information that is stored on laptops, portable devices or being transmitted electronically.**

c. The Contractor and Contractor Parties shall notify the Department and the Connecticut Office of the Attorney General as soon as practical, but no later than twenty-four (24) hours, after they become aware of or suspect that any Personal Information which Contractor or Contractor Parties possess or control has been subject to a Personal Information Breach. If a Personal Information Breach has occurred, the Contractor shall, within three (3) business days after the notification, present a credit monitoring and protection plan to the Commissioner of Administrative Services, the Department and the Connecticut Office of the Attorney General, for review and approval. **Such credit monitoring or protection plan shall be made available by the Contractor at its own cost** and expense to all individuals affected by the Personal Information Breach. Such credit monitoring or protection plan shall include, but is not limited to reimbursement for the cost of placing and lifting one (1) security freeze per credit file pursuant to Connecticut General Statutes § 36a-701a. **Such credit monitoring or protection plans shall be approved by the State** in accordance with this Section and shall cover a length of time commensurate with the circumstances of the Personal Information Breach. The Contractors' costs and expenses for the credit monitoring and protection plan shall not be recoverable from the Department, any State of Connecticut

entity or any affected individuals.

d. **The Contractor shall incorporate the requirements of this Section in all subcontracts requiring each Contractor Party to safeguard Personal Information** in the same manner as provided for in this Section.

e. Nothing in this Section shall supersede in any manner Contractor's or Contractor Party's obligations pursuant to HIPAA or the provisions of this Contract concerning the obligations of the Contractor as a Business Associate of the Department.

BINDER 2 OF 2 - COST PROPOSAL COMPONENTS

1. **Financial Requirements.** To submit a responsive proposal, **THE RESPONDENT SHALL** include the following information:

   a. Audited Financial Statements.

   Submit one (1) copy of the Respondent's two (2) most recent annual financial statements prepared by an independent Certified Public Accountant, and reviewed or audited in accordance with Generally Accepted Accounting Principles (GAAP) (USA). The copies shall include all applicable financial statements, auditor's reports, management letters, and any corresponding reissued components. One (1) copy only shall be included with the original cost proposal.

   If audited financial statements for each of the last two (2) fiscal years **were not prepared,** the Respondent shall provide comparable statements that will document the Respondent's financial stability. The additional documentation shall include, at a minimum:

   - Unaudited balance sheets/Statement of Financial Position for the previous town (2) years.
   - Unaudited income statements/Statement of Operations for the previous two (2) years.
   - Cash flow statements for the previous two (2) years.
   - IRS Form 990 for the previous two (2) years.
   - Bank statements for all operating accounts for the previous twelve (12) months.
   - Significant federal/state award letters.
   - Description of major classes of payables including an accounts payable aging schedule.

2. **Budget Requirements.** To submit a responsive proposal, **THE RESPONDENT SHALL** include the following information:

   a. The total all inclusive fixed-rate cost for the deliverables and services in sections in 2.0 Services in this Request, including a cost per activity and deliverable.

DELIVERABLES	Cost
Project Management	
Needs Assessment	
Feasibility Study	
Cost Benefit Analysis	
IAPD (approved by OCSE)	
Total Cost	**0**

IV. PROPOSAL OUTLINE

*This section presents the **required** outline that must be followed when submitting a proposal in response to this RFP. Proposals must include a Table of Contents that exactly conforms with the required proposal outline (below). Proposals must include all the components listed below, in the order specified, using the prescribed lettering and numbering scheme. Incomplete proposals will not be evaluated. While the proposal outline is standard, the information requested from proposers will vary by RFP, depending of the Department's procurement requirements.*

Page

BINDER 1 OF 2

A. Cover Sheet 1

B. Table of Contents 2

C. Claim of Exemption from Disclosure 3

D. Conflict of Interest - Disclosure Statement . . . . . etc.

E. A statement is/is not CT based . . . . . .

F. Signed Release. . . . . .

G. Evidence of Qualified Entity. . . . . .

H. Executive Summary . . . . . .

I. Main Proposal . . . . . .

1.0 Organizational Requirements . . . . . .

a. Corporate Overview. . . . . .

b. Functional Organization . . . . . .

c. Qualifications . . . . . .

d. References . . . . . .

e. Department Responsibilities . . . . . .

f. Feasibility Study Experience . . . . . .

g. Other Child Support Enforcement Experience . . . . .

2.0 Service Requirements . . . . . .

a. Project Management . . . . . .

b. Needs Assessment . . . . . .

c. Feasibility Study and Analysis of Alternatives . . . . .

d. Cost Benefit Analysis . . . . . .

e. IAPD Development . . . . . .

3.0 Staffing Requirements . . . . . .

a. Team . . . . . .

b. Qualifications and Experience . . . . . .

c. Project Roles . . . . . .

d. Organizational Chart . . . . . .

4.0 Work Plan . . . . . .

5.0 Subcontractor . . . . . .

J. Appendices . . . . . .

1) Appendix 1 – Proof of nonprofit status, if applicable
2) Appendix 2 – RFP Addendum Acknowledgement . . . . .
3) Appendix 3 – Team Résumés
4) Appendix 4 – Subcontractor Profile. . . . . .
5) Appendix 5 – Draft Subcontractor Agreement
6) Appendix 6 – Subcontractor Letter of Commitment . . . .

K. Forms . . . . . .

1. Department . . . . . .

a. Certification Regarding Lobbying . . . . . .

2. Other . . . . . .

a. Notification to Bidders, Parts I – V (CHRO) . . . . .

b. Consulting Agreement Affidavit (OPM Ethics Form 5) [1] . . . .

BINDER 2 OF 2

COST PROPOSAL COMPONENTS . . . . . .

1. Financial Requirements . . . . . .

a. Audited Financial Statements . . . . . .

2. Budget Requirements . . . . . .

[1] Required when the contract resulting from this RFP has an anticipated value of $50,000 or more in a calendar or fiscal year. The respondent must submit this certification to the Department with the proposal.