

REQUEST FOR APPLICATIONS FOR

Community HealthChoices

ISSUING OFFICE

**Commonwealth of Pennsylvania
Department of Human Services
Bureau of Procurement and Contract Management
Room 832 Health and Welfare Building
625 Forster Street
Harrisburg, PA 17120**

RFA NUMBER

31-22

DATE OF ISSUANCE

January 30, 2024

**REQUEST FOR APPLICATIONS FOR
COMMUNITY HEALTHCHOICES**

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CALENDAR OF EVENTS

The Commonwealth will make every effort to adhere to the following schedule:

Activity	Responsibility	Date
<p>Pre-Application Conference Webinar. Please register at:</p> <p>https://teams.microsoft.com/registration/QSiOQsgB1U2bbEf8Wpob3g.XzOzof1s3UGsmpaudyF5vA,aC_s9Jh8RUugZup65sWHMA,w7BFIQRcE06vFJc4-8-rHw,6wo1FByNS0mSSO369NTzAQ,wF5DLtR3vkehtR2IISPG1g?mode=read&tenantId=418e2841-0128-4dd5-9b6c-47fc5a9a1bde&webinarRing=gcc</p> <p>After registering, you will receive a confirmation email.</p>	Potential Applicants	February 8, 2024 10:00:00 AM EST
<p>Deadline to submit questions via email to RA-PWRFAQUESTIONS@PA.GOV</p>	DHS/Potential Applicants	February 8, 2024 5:00:00 PM EST
<p>Answers to Potential Applicant questions posted to the Department of General Services website at http://www.emarketplace.state.pa.us/Search.aspx no later than this date.</p>	DHS	February 15, 2024
<p>Please monitor this website for all communications regarding this Request for Applications.</p>	Potential Applicants	Ongoing
<p>Application must be received by the Issuing Office at RA-PWRFAQUESTIONS@PA.GOV as provided in Part I, Sections I-13 and I-14.A and Part III, Section III-4.</p> <p>Reference Forms must be received by the Issuing Office at RA-PWBPCMReferForms@pa.gov as provided in Part I, Sections I-13 and I-14.A and Part III, Section III-4.</p>	Applicants	March 15, 2024 12:00:00 PM EST

PART I

GENERAL INFORMATION

I-1. Purpose. This Request for Applications (“RFA”) provides to those interested in submitting applications for the subject procurement (“Applicants”) sufficient information to enable them to prepare and submit applications for the Department of Human Services’ (“Department” or “DHS”) consideration on behalf of the Commonwealth of Pennsylvania (“Commonwealth”) to satisfy a need for **Community HealthChoices (“CHC”)** services (“Project”). This RFA contains instructions governing the requested applications, including the requirements for the information and material to be included; a description of the service to be provided; requirements that Applicants must meet to be eligible for consideration; general evaluation criteria; and other requirements specific to this RFA.

I-2. Issuing Office. The Department’s Office of Administration, Bureau of Procurement and Contract Management (“Issuing Office”) has issued this RFA on behalf of the Commonwealth. The sole point of contact in the Commonwealth for this RFA shall be Eric McCoy, RA-PWRFAQUESTIONS@PA.GOV, the Issuing Officer for this RFA. Please refer all inquiries to the Issuing Officer.

I-3. Overview of Project.

CHC is Pennsylvania’s mandatory managed care program for dually eligible individuals and individuals with physical disabilities receiving home and community-based waiver services or nursing facility services. The Department implemented CHC to enhance opportunities for individuals to live in the community, improve coordination of care, enhance quality, advance innovation, and increase efficiency. CHC aims to serve people in the community, giving them the opportunity to work, spend more time with their families, and experience an overall better quality of life. CHC provides Medicaid, known as Medical Assistance (“MA”) in Pennsylvania, physical health benefits as well as long-term services and supports (“LTSS”) to those who qualify for that level of care. CHC is designed to: (1) enhance access to and improve coordination of medical care; and (2) enhance person-driven whole person care, including a long-term support system in which people have choice, control, and access to a full array of quality services that provide independence, the opportunity to work and live in the community and improve overall health and quality of life. CHC serves the following MA Participants (“Participants”), age 21 or older, who are:

- Individuals receiving both Medicare and MA; or
- Individuals who qualify for MA LTSS due to a need for the level of care provided by a nursing facility. Participants may receive LTSS in the community or in a nursing facility.

CHC was implemented in Pennsylvania beginning January 1, 2018, in a staggered approach by regional CHC zones in the Commonwealth:

- January 1, 2018: Southwest zone including Allegheny, Armstrong, Beaver, Bedford, Blair, Butler, Cambria, Fayette, Green, Indiana, Lawrence, Somerset, Washington and Westmoreland counties.
- January 1, 2019: Southeast zone including Bucks, Chester, Delaware, Montgomery and Philadelphia Counties.
- January 1, 2020: Remaining zones and respective counties including;

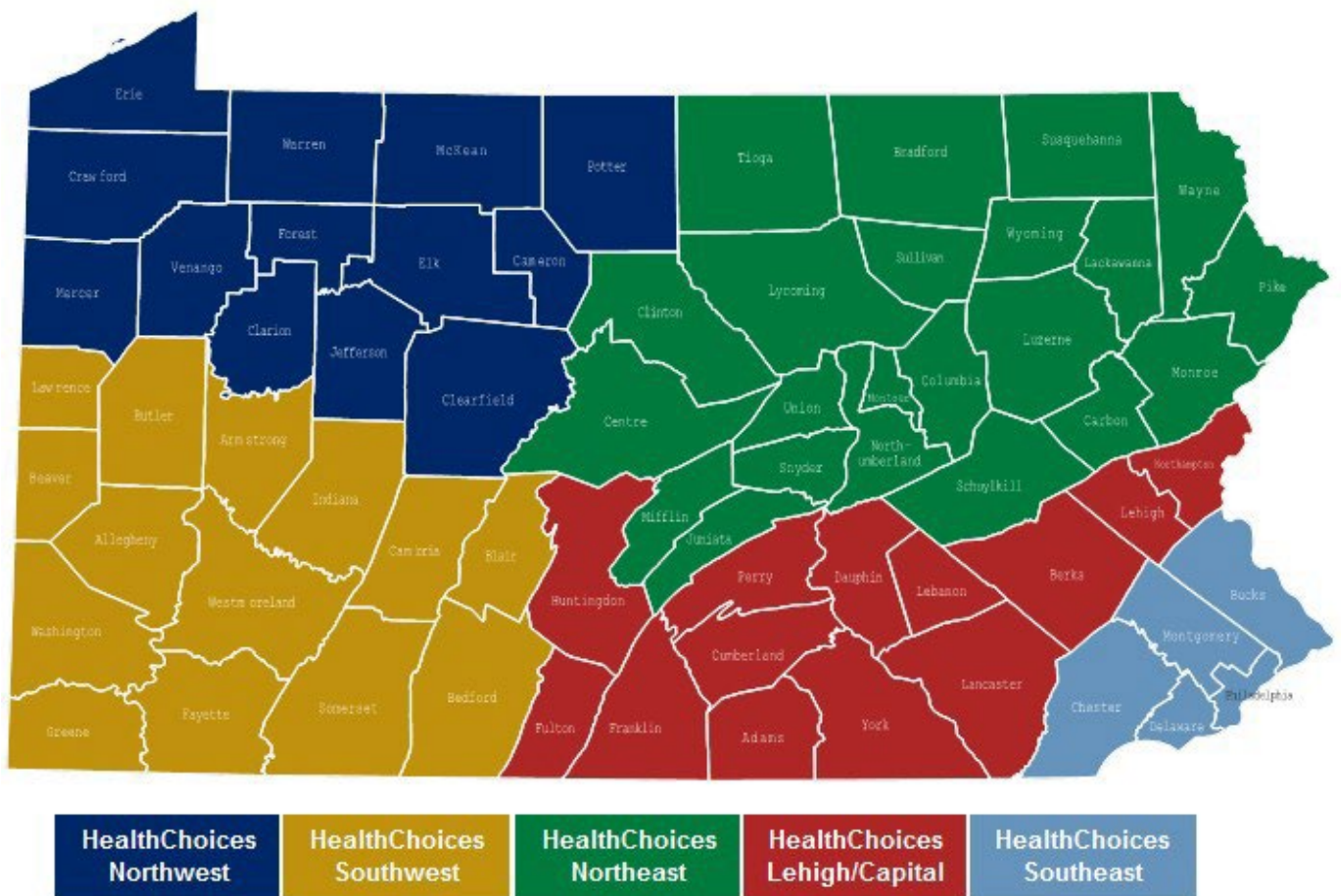
Lehigh/Capital zone: Adams, Berks, Cumberland, Dauphin, Fulton, Franklin, Huntingdon, Lancaster, Lebanon, Lehigh, Northampton, Perry, York.

Northeast zone: Bradford, Carbon, Centre, Clinton, Columbia, Juniata, Lackawanna, Luzerne, Lycoming, Mifflin, Monroe, Montour, Northumberland, Pike, Schuylkill, Snyder, Sullivan, Susquehanna, Tioga, Union, Wayne, Wyoming.

Northwest zone: Cameron, Clarion, Clearfield, Crawford, Elk, Erie, Forest, Jefferson, McKean, Mercer, Potter, Venango, Warren

Through this RFA, the Department seeks to procure the services of Managed Care Organizations (“MCO”) to provide CHC Program services to the identified eligible populations. The CHC Program is currently operational in all 67 counties, which are divided into five geographic zones. CHC is the sole MA program option for full Dual Eligibles and most Nursing Facility Clinically Eligible (“NFCE”) consumers residing in these five zones, unless the individual is eligible for and chooses to participate in an available Living Independence for the Elderly (“LIFE”) program, which is a separate managed care program that is available in certain geographic areas of the Commonwealth.

Each of the following five zones is considered one combined service area, requiring that a selected CHC-MCO provide the services required under this RFA and the final CHC Agreement in all counties of a zone for which it is selected. As reflected in the following map, the CHC zones are consistent with the physical health HealthChoices zones:



- A. The Southwest zone (“SW”) includes Allegheny, Armstrong, Beaver, Bedford, Blair, Butler, Cambria, Fayette, Greene, Indiana, Somerset, Washington and Westmoreland Counties.

- B. The Southeast zone (“SE”) includes Bucks, Chester, Delaware, Montgomery and Philadelphia Counties.
- C. The Lehigh/Capital zone (“L/C”) includes Adams, Berks, Cumberland, Dauphin, Franklin, Fulton, Huntingdon, Lancaster, Lebanon, Lehigh, Northampton, Perry and York Counties.
- D. The Northwest zone (“NW”) includes Cameron, Clarion, Clearfield, Crawford, Elk, Erie, Forest, Jefferson, McKean, Mercer, Potter, Venango and Warren Counties.
- E. The Northeast zone (“NE”) includes Bradford, Carbon, Centre, Clinton, Columbia, Juniata, Lackawanna, Luzerne, Lycoming, Mifflin, Monroe, Montour, Northumberland, Pike, Schuylkill, Snyder, Sullivan, Susquehanna, Tioga, Union, Wayne and Wyoming Counties.

Population projections for the CHC Program can be uncertain and can be affected by changes in the economy, law and regulations, and policies. The Department has published a historical data summary for the CHC Program along with other DHS reports at: <https://www.dhs.pa.gov/HealthChoices/HC-Services/Pages/CHC-Historical-Data.aspx>

Note: If this link will not open the page from this document, please copy the link URL information and paste into a web browser.

Eligible Population - [Point in time Member Months]

The following chart shows the historical information on those populations that are included in the CHC Program.

Zone	CHC-HCBS Duals	CHC-HCBS Non-Duals	CHC-LTC Duals	CHC-LTC Non-Duals	CHC-NFI
SW	13,061	4,237	8,251	732	59,360
SE	50,579	23,959	10,441	1,754	70,811
L/C	14,016	5,925	9,266	583	48,626
NE	6,561	1,741	7,084	419	37,289
NW	4,777	1,762	3,267	155	19,408
Grand Total	88,994	37,624	38,309	3,643	235,494

Appendix C, Financial Data includes average rates paid to the CHC-MCOs for the CY 2023 Agreement Year in the groupings shown above, **Appendix C** also includes information about the composition and development of the 2023 rates.

Certificate of Authority and County Operational Authority

Participation in the CHC Program will be limited to Commonwealth-licensed HMOs. All CHC-MCOs awarded an Agreement for the CHC Program for any zone will be required to have a Certificate of Authority to operate as an HMO in Pennsylvania, as well as Pennsylvania Department of Health (“DOH”) operating authority in each county in each zone for which they are selected, no later than three months prior to the anticipated implementation date of January 1, 2025. Please note that the anticipated implementation date is subject to change. All CHC-MCOs awarded an Agreement for a CHC zone must provide to the Department a copy of their Certificate of Authority to operate as an HMO in Pennsylvania, as well as a copy of the correspondence from the Pennsylvania DOH granting operating authority in each county in the zone(s) for which they were selected for award.

To provide increased Medicare and MA integration for the Dual Eligibles being served by CHC, the awarded CHC-MCOs must have an aligned Dual Eligible Special Needs Plan (“D-SNP”) and current Medicare Improvement for Patients and Providers Act (“MIPPA”) Agreement with the Department. The aligned D-SNP must be operational and the MIPPA agreement must be in place by the anticipated implementation date, which, as noted above, is subject to change.

I-4. Objectives.

A. General. DHS is committed to increasing opportunities for older Pennsylvanians and individuals with physical disabilities to remain in their homes and communities where they are provided the opportunity to work and have access to quality health care and LTSS. To accomplish this, DHS seeks to continue the Managed Long-Term Services and Supports (“MLTSS”) program for older Pennsylvanians and adults with physical disabilities through the administration of CHC.

B. Specific. This RFA is being issued to procure the services of MCOs to operate the CHC Program in the five CHC zones which cover all 67 counties of the Commonwealth. In issuing this RFA, the Department’s objectives are as follows:

- Enhance opportunities for community-based living for Participants as defined in I-3 Overview of the Project through:
 - Improved person-centered service planning and whole person care;
 - Increased Participant education;
 - Empowerment; and
 - Inclusion of a comprehensive support team chosen by the Participant.
- Implement an approach that focuses on population health and addresses social determinants and drivers of health and their interactions.
- Increase the use of evidence-based practices; increase upstream interventions; apply multiple strategies to improve or preserve health and wellness; collaborate across all payors, sectors, and settings; employ mechanisms for public involvement and uplifting the lived experiences; and demonstrate accountability for health outcomes.
- Advance equity and ensuring a diverse and culturally competent network of providers and community partners that level the playing field, eliminate practices that reinforce differential treatment for groups of people who have been marginalized, and creating policies and practices that improve outcomes for who have been underrepresented and undervalued across health and LTSS systems.
- Strengthen coordination of LTSS and other types of healthcare, including but not limited to Medicare, Behavioral Health, and MA services for Dual Eligible individuals.
- Enhance quality and accountability.
- Advance program innovation to address social determinants of health and other health related social needs.
- Increase efficiency and effectiveness of healthcare and LTSS.
- Promote achievement of Quintuple Aim (addressing health equity; improving workforce well-being; and pursuing better health, improved outcomes, and lower costs).
- Promote the expansion of collaborative and integrated approaches to include whole person coordinated care and community services.
- Promote community-based public health initiatives.
- Increase Participant understanding of the benefits in using Participant directed model services and ensure it is offered as a first option.

- Increase consumer access and accessibility to needed services, especially in rural and underserved areas of the Commonwealth.

To achieve these goals, selected CHC-MCOs must be as flexible and adaptable as possible and demonstrate the ability to coordinate services for multiple populations and across multiple programs, including programs whose focus is broader than the delivery of physical healthcare services and LTSS.

DHS may include additional populations to be served and modify benefit packages to be delivered. The general nature of the services to be provided by CHC-MCOs will remain consistent with the work statements and program descriptions set forth in this RFA and the draft CHC Agreement **Appendix B**, as well as with the primary objectives as listed in this section. The draft CHC Agreement in **Appendix B** is subject to change.

I-5. Method of Award. Applicants may submit an application for one or more zones. If an applicant is submitting an application for multiple zones, it must provide zone-specific technical and CPP information in separate tabs and separate SDB and VBE Submittals by zone as set forth in **Section I-14.B**. The Department will evaluate all applications separately, and will award Agreements as described in **Part II, Section II-6**.

I-6. Type of Agreement. The Department intends to award multiple grant Agreements as the result of this RFA. If the Department enters into an Agreement, it will be a full risk, capitated Agreement containing the IT Terms and Conditions as shown in **Appendix P** of this RFA. All references in the IT Terms and Conditions to the terms “Contractor” or “Contract” mean “CHC-MCO” or “Grantee” and “CHC Agreement” or “Grant Agreement,” respectively. Please see **Appendix B** for a copy of the draft CHC Agreement. The Department, in its sole discretion, may undertake negotiations with Applicants whose applications, in the judgment of the Department, show them to be qualified, responsible and capable of performing the Project.

The Department anticipates awarding Agreements to no fewer than three and no more than five CHC-MCOs in each of the five CHC zones, depending upon the zone. In determining the number of CHC-MCOs to be awarded in each zone, the Department will consider the population of a zone, the Department’s experience with the CHC Program, and the ability of a zone to support multiple CHC-MCOs.

The Department may enter into additional Agreements with additional qualified CHC-MCOs in the future years. The Department will pay each selected CHC-MCO using a schedule of per member per month (“PMPM”) capitation rates. The Department may make other types of payments as provided in the final CHC Agreement.

Supporting information related to the CHC program costs and rates is included in the **Appendix C, Financial Data**. This historic information does not necessarily predict the revenue that a CHC-MCO may expect from the Department’s final Agreements with the selected CHC-MCOs.

This RFA does not require a cost submittal. The Department’s actuary will provide to the Department a set of actuarially sound rate ranges for the initial program rating period. The most recent Data Book prepared by the Department’s actuary can be found on the Department’s website at the following link: <https://www.dhs.pa.gov/HealthChoices/HC-Services/Pages/CHC-Publications.aspx>

The Department’s actuary will, at a later date, prepare a Data Book for the first Agreement year. The

Department will share the rate ranges and supporting documentation with the selected Applicants prior to negotiations over financial terms.

The Department anticipates that the initial Agreements will include:

- Capitation rates;
- Risk Corridor;
- Pay for Performance Incentives; and
- Risk adjusted rates.

The Department will determine a date by which negotiations must be completed and an Agreement must be signed by selected Applicants. If the selected Applicant does not accept the Department's final rate offer for a zone, the Department may, in its sole discretion, reject the application for all or some of the zones for which Applicant was selected. If the Department rejects an application for some or all zones, it may, in its sole discretion, select the next highest-scoring Applicant in the zone(s) for negotiations or proceed with fewer CHC-MCOs in the applicable zone(s).

Agreement pricing for years after the initial year.

For subsequent program years, the Department plans to provide each CHC-MCO with capitation rates prior to annual negotiation of Agreement terms. The Department may change this process as needed to accommodate changes in Centers for Medicare & Medicaid Services ("CMS") requirements and changes in the Department's objectives and practices.

Risk Adjustment.

Risk adjustment is a process in which capitation payments made to CHC-MCOs are adjusted based on the relative health risk of each CHC-MCO's Participants. The Department will risk adjust the Base Capitation Rates using an actuarially sound method to reflect differences in health status and demographics of the Participants enrolled in each CHC-MCO's program. The Department may elect to terminate the risk adjustment of any or all Base Capitation Rates. If the Department makes this election, the Department will notify the CHC-MCO and will provide an effective date for this change. If the Department makes this election, the Department will enter into negotiations with the CHC-MCO on the subject of Base Capitation Rates that will apply on and after the effective date of the change.

Revenue Sharing.

Revenue sharing calculations will be based on CHC-MCO revenue and corresponding costs for all Rate Cells for each rating region and zone. The Maximum Retained Revenue percentage of certain CHC revenue is three percent. The CHC-MCO may retain 50% of the Realized Revenue in excess of the Maximum Retained Revenue with express written approval from the Department if the CHC-MCO agrees to expend the remaining fifty percent 50% of funds in excess of the Maximum Retained Revenue on initiatives that align with the Department's goals of improving access and provider retention; investments in social determinants of health such as housing, employment, and food insecurity; achieving health equity; and programs that focus on community development.

Pay for Performance Incentives.

The Department may implement a Pay for Performance Incentive to CHC-MCOs that helps Participants successfully complete the financial eligibility redetermination process with their local County Assistance Offices ("CAOs"). The Department may implement additional Pay for Performance Incentives in later years.

- I-7. Rejection of Applications.** The Department, in its sole and complete discretion, may reject any application received as a result of this RFA.
- I-8. Incurring Costs.** The Commonwealth and the Department are not liable for any costs an Applicant incurs in the preparation and submission of its application, in participating in the RFA process, or in anticipation of Agreement award.
- I-9. Pre-Application Conference.** The Department will hold a Pre-Application Conference as specified in the Calendar of Events. The purpose of this conference is to provide opportunity for clarification of the RFA. Applicants should forward all questions to the Issuing Officer in accordance with **Part I, Section I-10** of this RFA to provide adequate time for analysis before the Department provides an answer. Applicants may also ask questions at the conference. The Pre-Application Conference is for information only. Any answers furnished during the conference will not be official until they have been verified, in writing, by the Department. **Attendance at the Pre-Application Conference is optional, but strongly encouraged.**
- I-10. Questions & Answers.** If an Applicant has questions regarding this RFA, the Applicant must submit the questions by email (**with the subject line “RFA 31-22 Question”**) to the Issuing Officer named in **Part I, Section I-2** of this RFA. If the Applicant has questions, they must be submitted as they arise via email **no later than** the date stated in the Calendar of Events. The Applicant shall not attempt to contact the Issuing Officer by any other means.

When questions are submitted after the date specified in the Calendar of Events, the Issuing Officer *may* respond to questions of an administrative nature by directing the questioning Applicant to specific provisions in the RFA. If the Department decides to respond to a non-administrative question *after* the date for receipt of questions, DHS will provide the answer to all Applicants through an addendum.

All questions and responses will be posted on the Department of General Services (“DGS”) website and are considered as an addendum to, and part of, this RFA in accordance with RFA **Part I, Section I-11** of this RFA.

- I-11. Addenda to the RFA.** If the Department deems it necessary to revise any part of this RFA before the application response date, the Department will post an addendum to eMarketplace at <http://www.emarketplace.state.pa.us/Search.aspx>. It is the Applicant’s responsibility to periodically check the website for any new information or addenda to the RFA. The Department shall not be bound by any verbal information nor shall it be bound by any written information that is not either contained within the RFA or formally issued as an addendum.
- I-12. Small Diverse Business (“SDB”) and Veteran Business Enterprise (“VBE”) Participation.** The DGS Bureau of Diversity, Inclusion and Small Business Opportunities (“BDISBO”) has developed a goal setting policy based upon recommendations from its 2018 Disparity Study. The goal setting policy requires BDISBO and agencies to identify contract-specific participation goals for SDBs (which include Minority Business Enterprises (“MBE”), Women Business Enterprises (“WBE”), LGBT Business Enterprises (“LGBTBE”), Disability-Owned Business Enterprises (“DOBE”), and Service-Disabled Veteran-Owned Small Business (“SDVBE”) and VBEs (which include Veteran-Owned Small Businesses and Service-Disabled Veteran-Owned Small Businesses). Applicants must either agree to meet the participation goals in full or must request and obtain a full or partial Good Faith Efforts waiver from one or both of the participation goals. DHS will reject as unresponsive any application that fails to meet either participation goal or to establish its Good Faith Efforts to meet the participation goals in full or in part.

The established goals for this Project are set forth below:

SDB Participation: 11%

VBE Participation: 3%.

Further information can be found in **Part IV** of this RFA. For assistance in determining whether a firm meets these requirements, you may contact BDISBO at (717) 783-3119 or RA-BDISBOVerification@pa.gov.

I-13. Response Date. To be considered for selection, Applicants must submit electronic copies of their applications to the Issuing Office and the Issuing Office must receive the electronic copies no later than the date and time specified in the Calendar of Events. Applicants must submit the electronic copies of applications to RA-PWRFAQUESTIONS@PA.GOV and reference contacts must submit the completed reference forms to RA-PWBPCMReferForms@pa.gov. Hard copy applications will not be accepted. Applicants should allow sufficient time for electronic submission and, if necessary, the submission of separate emails in accordance with **Section I-14.A**. The Department shall reject late applications in accordance with **Section II-1.A**. Applicants may contact the Issuing Officer to confirm receipt of their applications and should not wait until after the application deadline to contact the Issuing Officer in the event there are technical difficulties with the submission process.

I-14. Application Requirements.

A. Application Submission: To be considered, Applicants should submit a complete response to this RFA to the Issuing Office, using the format provided in **Part I, Section I-14.B**, providing one copy of the Technical Submittal, one copy of the Contractor Partnership Program (“CPP”) Submittal, one copy per zone of the Small Diverse Business (“SDB”) Participation Submittal (which must include either the SDB Utilization Schedule, the Good Faith Efforts Documentation to Support Waiver Request, or both), **and** one copy per zone of the Veteran Business Enterprise (“VBE”) Participation Submittal (which must include either the VBE Utilization Schedule, the Good Faith Efforts Documentation to Support Waiver Request, or both) via email to RA-PWRFAQUESTIONS@PA.GOV. The subject line of the email must specify “**RFA #31-22 Application**”.

Email attachments are limited to 10 MB, cumulatively, per email, and files may not be sent in any compressed format. Any part of the application or its attachments over that limit must be sent via separate emails, with each labeled “RFA #31-22 Application Part X of Y” (total number of emails). Contacts for the Corporate and Personnel References must submit the completed forms as provided in **Part III, Section III-4.A and III-4.C** to RA-PWBPCMReferForms@pa.gov.

The electronic response must be in Microsoft Office or Microsoft Office-compatible format (which includes PDF); and any spreadsheets must be in Microsoft Excel. If an Applicant designates information as confidential or proprietary or trade secret protected in accordance with **Part I, Section I-20**, the Applicant must also include one redacted version of the Technical Submittal, also excluding financial capability information. Applicants may not lock or protect any cells or tabs. Applicants shall make no other distribution of its application to any other Applicant or Commonwealth official or Commonwealth consultant. Each application page should be numbered for ease of reference. An official authorized to bind the Applicant to its provisions must sign the application. If the official signs the **Application Cover Sheet (Appendix A** to this RFA) and the Application Cover Sheet is attached

to the Applicant's application, the requirement will be met. For this RFA, the application must remain valid for 120 days or until an Agreement is fully executed. If the Department selects the Applicant's application for award, the contents of the selected Applicant's application will become, except to the extent the contents are changed through Best and Final Offers or negotiations, contractual obligations.

Each Applicant submitting an application specifically waives the ability to withdraw or modify it, except that the Applicant may withdraw its application by written notice received at the Issuing Office's address for application delivery prior to the exact hour and date for application receipt. An Applicant may modify its submitted application prior to the exact hour and date set for application receipt only by submitting a new application or modification that complies with the RFA requirements.

B. Application Format: Applicants should submit their application in the format, including heading descriptions, outlined below. Applicants may submit one application for multiple zones; however, if an Applicant is submitting for multiple zones, any and all portions of the Technical and CPP Submittals that describe different, separate, or additional components specifically designed to address the RFA requirements in one particular zone must be provided under separate tabs of the Applicant's response for a particular section or question, and clearly labeled as "Section or Question [insert number and name of relevant section or question] CHC [zone name] Zone" and Section or Question [insert number and name of relevant section or question] HealthChoices [zone name] Zone," respectively. For example, Applicants will note in Part III, under "Personnel", the Department is specifically requesting that any such different, separate, or additional organizational structure(s) or personnel be provided under separately tabbed sections of the Applicant's application, and clearly labeled as "Part III, Section III-4.C CHC [zone name] Personnel," respectively. If submitting for multiple zones, Applicants must include **separate SDB and VBE Submittals for each zone** in its application. The Applicant must indicate the zone(s) for which they are applying for on the **Application Cover Sheet (Appendix A)**. To be considered, the application should respond to all application requirements. Applicants should provide any other information thought to be relevant, but not applicable to the enumerated categories, as an appendix to the application. All SDB and VBE cost data should be kept separate from and not included in the Technical Submittal. Each application shall consist of the following four separate submittals:

1. Technical Submittal:

a. Applicants should format their responses as outlined below. **Do not include SDB and VBE cost data in the Technical Submittal.** The Technical Submittal shall include the following sections:

- Table of Contents
- Statement of Project
- Zone(s) of Operation
- Management Summary
- Qualifications
- Financial Capability
- Work Plan, including Work Statement Questionnaire
- Requirements
- Performance Standards
- Objections to IT Terms and Conditions

The contacts for the Corporate and Key Personnel Reference Forms should submit the completed forms in accordance with **Part III, Sections III-4.A. and III-4.C.**

- b. Complete and include **Appendix M, Lobbying Certification** and if applicable, the **Disclosure of Lobbying Activities.**
 - c. Complete and include **Appendix N, Federal Funding Accountability and Transparency Act Sub-Recipient Data Sheet.**
 - d. Complete and include **Appendix O, Worker Protection and Investment Certification Form.**
 2. SDB Participation Submittal (which must include the SDB Utilization Schedule, the Good Faith Efforts Documentation to Support Waiver Request, or both), in response to **Part IV**;
 3. VBE Participation Submittal (which must include the VBE Utilization Schedule, the Good Faith Efforts Documentation to Support Waiver Request, or both), in response to **Part IV**; and
 4. CPP Submittal, in response to **Part V.**

Technical Submittals must adhere to the following format:

- a. Comply with Section 508 of the Rehabilitation Act of 1973, codified at section 29 USC 794d, as amended, and the Americans with Disabilities Act to provide those with disabilities equal access to government information as contained on information and communication technology. For additional guidance, please reference the U.S. Department of Health and Human Services Conformance Checklists <https://www.hhs.gov/web/section-508/accessibility-checklists/index.html>. Applicants should also utilize built-in accessibility checkers or other accessibility review methods to resolve errors and minimize warnings. The Department will verify compliance and may request, at any point during the evaluation, selection, and negotiations processes, that an Applicant revise a non-conforming application to align with the accessibility standards above.
- b. Pages must be 8.5 by 11 inches with right and left margins of one inch.
- c. Must use Arial or Times New Roman font with a type size of 12.
- d. Section headings, shown in this **Part I, Section I-14.B**, should be used.
- e. Include a page number and identification of the Applicant in the page footer of each page.
- f. Specifically reference materials provided in any appendix by page numbers in the body of the application.
- g. Exceptions for paper and font size are permissible for project schedule (Microsoft Project) or for graphical exhibits and material in appendices.

The Department may request additional information which, in the Department's opinion, is necessary to verify that the Applicant's competence, number of qualified employees, business organization, and financial resources are adequate to perform according to the RFA.

The Department may make investigations as deemed necessary to determine the ability of the Applicant to perform the Project, and the Applicant shall furnish to the Issuing Office all requested information and data. The Department may reject any application if the evidence submitted by, or investigation of, such Applicant fails to satisfy the Department that such Applicant is properly qualified to carry out the obligations of the RFA and to complete the Project as specified.

- I-15. Economy of Preparation.** Applicants should prepare applications simply and economically, providing a straightforward, concise description of the Applicant's ability to meet the requirements of the RFA.
- I-16. Alternate Applications.** The Department has identified the basic approach to meeting its requirements, allowing Applicants to be creative and propose their best solution to meeting these requirements. The Department will not accept alternate applications.
- I-17. Discussions for Clarifications and Negotiations.** Applicants may be required to make an oral or written clarification of their applications, or both, to the Department to ensure thorough mutual understanding and Applicant responsiveness to the solicitation requirements. The Department will initiate requests for clarifications. Clarifications may occur at any stage of the evaluation and selection processes prior to the award of an Agreement.

The Department, in its sole discretion, may undertake negotiations with Applicants whose applications, shown them to be qualified, responsible, and capable of performing the Project. Negotiations may occur at any stage of the evaluation and selection processes prior to the award of an Agreement.

Oral or written materials used for either clarifications or negotiations should be prepared in accessible formats in accordance with Section 508 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (refer to **Section I-14.B.a**).

- I-18. Oral or Written Presentations.** Applicants may be required to make an oral or written presentations, or both, of their applications to the Department to demonstrate an Applicant's capabilities and ability to provide the services required in the RFA. The Department will initiate requests for presentations; and for oral presentations, may include a request that key personnel be present. The oral presentation will be held in Harrisburg, Pennsylvania. Presentations may be requested at any stage of the evaluation and selection process prior to the award of the grant Agreement. Materials used in oral or written presentations should be prepared in accessible formats in accordance with Section 508 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (refer to **Section I-14.B.a**).
- I-19. Prime Applicant Responsibilities.** The Department will require the Applicant assume responsibility for all services offered in its application whether it produces them itself or by sub-contract. The Department will consider the selected Applicant to be the sole point of contact for all Agreement matters.
- I-20. Application Contents.**

A. Confidential Information. The Commonwealth does not require, confidential proprietary information or trade secrets be included as part of Applicants' submissions. Except as provided, Applicants should not label applications as confidential or proprietary or trade secret protected. Any Applicant who determines that it must divulge such information as part of its application must submit the signed written statement described in Subsection C below and must provide a redacted version of its application in accordance with **Part I, Section I-14.A**, which removes only the confidential proprietary information and trade secrets, for required public disclosure purposes.

B. Commonwealth Use. All material submitted with the application shall be the property of the Commonwealth. The Commonwealth has the right to use any or all ideas not protected by intellectual property rights that are presented in any application regardless of whether the application becomes part of an Agreement. Notwithstanding any Applicant copyright designations contained on applications, the Commonwealth shall have the right to make copies and distribute applications

internally and to comply with public record or other disclosure requirements under the provisions of any Commonwealth or United States statute or regulation, or rule or order of any court of competent jurisdiction.

- C. **Public Disclosure.** After the award of a grant, all applications are subject to disclosure in response to a request for public records made under the Pennsylvania Right-to-Know-Law, 65 P.S. § 67.101, et seq. If an application contains confidential proprietary information or trade secrets, the Applicant must provide a signed written statement to this effect with the submission in accordance with 65 P.S. § 67.707(b) for the information to be considered exempt under 65 P.S. § 67.708(b)(11) from public records requests. Refer to **Appendix L** of the RFA for a **Trade Secret Confidential Proprietary Information Notice Form** that may be utilized as the signed written statement. If financial capability information is submitted in response to **Part III, Section III-5** such financial capability information is exempt from public records disclosure under 65 P.S. § 67.708(b)(26).

I-21. Best and Final Offers (“BAFO”).

- A. While not required, the Department *may* conduct discussions with Applicants for the purpose of obtaining BAFOs. To obtain BAFOs, the Department may do one or more of the following, in any combination and order:
1. Schedule oral presentations;
 2. Request revised applications; and
 3. Enter into pre-selection negotiations.
- B. The following Applicants will **not** be invited by the Department to submit a BAFO:
1. Those Applicants, which the Department has determined to be not responsible or whose applications the Department has determined to be not responsive.
 2. Those Applicants, which the Department has determined from the submitted and gathered financial and other information, do not possess the financial capability, experience or qualifications to ensure good faith performance of the Grant Agreement.
 3. Those Applicants whose raw score for their Technical Submittal is less than 75% of the total amount of raw technical points allotted to the technical criterion.

The Department may further limit participation in the BAFO process to those remaining responsible Applicants that the Department has, within its discretion, determined to be within the top competitive range of responsive applications.

- C. The Evaluation Criteria found in **Part II, Section II-4**, shall also be used to evaluate the BAFOs.
- D. The Department, in its sole discretion, also may undertake negotiations with Applicants whose applications, in the judgement of DHS, show them to be qualified, responsible, and capable of performing the Project.

- I-22. News Releases.** Applicants shall not issue news releases, Internet postings, advertisements or any other public communications pertaining to this Project without prior written approval of the Department, and then only in coordination with the Department.
- I-23. Restriction of Contact.** From the issue date of this RFA until the Department selects an application for award, the Issuing Officer is the sole point of contact concerning this RFA. Any violation of this condition may be cause for the Department to reject the offending Applicant's application. If the Department later discovers that the Applicant has engaged in any violations of this condition, the Department may reject the offending Applicant's application or rescind its Grant Agreement. Applicants shall not distribute any part of their applications beyond the Issuing Office. An Applicant who shares information contained in its application with other Commonwealth personnel or consultants or competing Applicant personnel may be disqualified.
- I-24. Department Participation.** The selected Applicant shall provide all services, supplies, facilities, and other support necessary to complete the identified work, except as otherwise provided in this **Part I, Section I-24**. Prior to the selected Applicant being able to provide CHC services to Participants, the Department will conduct a Readiness Review. CHC Participants will not be able to enroll with a selected Applicant until the Department determines that the selected Applicant has satisfied the Readiness Review requirements. The Department will designate staff to coordinate the Project, provide or arrange for technical assistance, and monitor for Readiness Review, compliance with Agreement requirements, the CHC waiver as may be approved, and program policies and procedures. At its discretion, the Department may commence monitoring before the effective or operational dates of the Agreement, and before the formal Readiness Review period begins.
- I-25. Term of Agreement.** The term of the Agreement will commence on the Effective Date and will end **five years** after the Effective Date. Subject to the performance of the Applicant and other considerations, the Department may extend the Agreement on the same terms and conditions for up to three additional one-year periods. The Department will fix the Effective Date after the Agreement has been fully executed by the selected Applicant and by the Commonwealth and all approvals required by the Commonwealth have been obtained. The selected Applicant shall not start the performance of any work prior to the Effective Date of the Agreement and the Commonwealth shall not be liable to pay the selected Applicant for any service or work performed or expenses incurred before the Effective Date.
- I-26. Applicant's Representations and Authorizations.** By submitting its application, each Applicant understands, represents, and acknowledges that:
- A.** All Applicant's information and representations in the application are material and important, and the Department will rely upon its contents in awarding the Agreement. The Commonwealth may treat any misstatement, omission or misrepresentation as fraudulent concealment of the true facts relating to the application, punishable pursuant to 18 Pa. C.S. § 4904.
 - B.** The Applicant has not attempted, nor will it attempt, to induce any firm or person to refrain from submitting an application, or to submit an application higher than its application, or to submit any intentionally high or noncompetitive application or other form of complementary application.
 - C.** The Applicant makes its application in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive application.

- D. To the best knowledge of the person signing the application for the Applicant, the Applicant, its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any governmental agency and have not in the last **four** years been convicted or found liable for any act prohibited by State or Federal law in any jurisdiction, involving conspiracy or collusion with respect to bidding or proposing on any public contract, except as the Applicant has disclosed in its application.
- E. To the best of the knowledge of the person signing the application for the Applicant and except as the Applicant has otherwise disclosed in its application, the Applicant has no outstanding, delinquent obligations to the Commonwealth including, but not limited to, any state tax liability not being contested on appeal.
- F. The Applicant is not currently under suspension or debarment by the Commonwealth, and has not been precluded from participation in any federally funded health care program by any other state or the federal government, and if the Applicant cannot so certify, then it shall submit along with its application a written explanation of why it cannot make such certification. Further, to the best knowledge of the person signing the application for the Applicant, the Applicant has no relationships that are prohibited under 42 C.F.R. § 438.610 (relating to prohibited affiliations).
- G. The Applicant has not made, under separate agreement with the Department, any recommendations to the Department concerning the need for the services or the specifications for the services described in the application.
- H. Each Applicant, by submitting its application, authorizes Commonwealth agencies to release to the Department information concerning the Applicant's Pennsylvania taxes, unemployment compensation and workers' compensation liabilities.
- I. Until the selected Applicant receives a fully executed and approved written Agreement from the Issuing Office, no legal and valid agreement exists, in law or in equity, and the Applicant shall not begin to perform.
- L. The Applicant is not currently engaged, and will not during the duration of the Agreement engage, in a boycott of a person or an entity based in or doing business with a jurisdiction that the Commonwealth is not prohibited by Congressional statute from engaging in trade or commerce.

I-27. Notifications of Selection for Negotiations and Award.

- A. Negotiations.** The Department will notify all Applicants in writing of the Applicant(s) selected for negotiations after the Department has determined, taking into consideration all evaluation factors, the application that is the most advantageous to the Department.
- B. Award.** Applicants whose applications are not selected will be notified when negotiations have been successfully completed and the Department has received the final negotiated Agreement signed by the selected Applicant(s).

- I-28. Debriefings.** Upon notification of selection for negotiations as provided in **I-27.A**, Applicants whose applications were not selected may request the opportunity to be debriefed by emailing the Issuing Officer identified in **Section I-2**. The purpose of a debriefing is to assist the Applicant in understanding some of the strengths and weaknesses of certain aspects of its Technical Submittal and will not compare the Applicant with other Applicants, other than the position of the Applicant's

application in relation to all other Applicant applications. In its sole discretion and once the written debriefing script is prepared, the Issuing Office may schedule a call at a mutually agreeable time to read the written debriefing script to the Applicant **or** e-mail the written debriefing script to the Applicant. Any questions concerning the debriefing must be submitted, in writing, to the Issuing Officer no later than the date stated in the debriefing script. In its sole discretion, DHS may respond to some, all, or none of the Applicant's questions. An Applicant's exercise of the opportunity to be debriefed does not constitute nor toll the time for filing a protest (see **Section I-29** of this RFA).

- I-29. RFA Protest Procedure.** Applicants and prospective Applicants who are aggrieved in connection with the solicitation or award of Agreements resulting from this RFA may file a protest with DHS. Any such protest must be in writing and must comply with the requirements set forth in Section 1711.1 of the Commonwealth Procurement Code, 62 Pa.C.S. § 1711.1.

Any protest filed in relation to this RFA must be delivered to

Department of Human Services
Office of Administration, Bureau of Procurement & Contract Management
Attn: Eric McCoy and DeShawn Lewis, BPCM Director
Email Address: RA-PWRFAQUESTIONS@PA.GOV **AND** delewis@pa.gov

Applicants and prospective Applicants must file a protest electronically via email to the resource account and email address listed above. The date of filing is the date of receipt of the protest. To be timely, the protest must be received by 4:00 p.m. on the seventh day following the date the Applicant knew or should have known of the facts giving rise to the protest; however, no protest may be filed more than seven days after award (**Section I-27.B**). Further, a prospective Applicant may not file a protest later than the application due date and time.

If an Applicant or prospective Applicant includes information in its protest or in a reply that it considers to be confidential, proprietary, or trade secret protected information, it must submit both a redacted and unredacted version of the protest within the timeframe specified above. If a redacted version is not submitted, the Department will distribute the original protest or reply, unredacted, to the Applicants that have a substantial and reasonable prospect of Agreement award resulting from this RFA. The Issuing Office will notify the Contracting Office (Office of Long Term Living) and any Applicant reasonably susceptible of Agreement award of the protest, and such notification shall start the timeline for any protest response. Protests will be decided by the Secretary of Human Services or a designee of the Secretary in her discretion; however, such designee may not be a member of the RFA evaluation committee or the Contracting Office designated for the RFA.

- I-30. Use of Electronic Versions of this RFA.** This RFA is being made available by electronic means. If an Applicant electronically accepts the RFA, the Applicant accepts full responsibility to ensure that no changes are made to the RFA. If a conflict arises between a version of the RFA in the Applicant's possession and the Issuing Office's version of the RFA, the Issuing Office's version shall govern.

- I-31. Information Technology Policies.** This RFA is subject to the Information Technology Policies ("ITPs") issued by the Office of Administration, Office for Information Technology and DHS Business and Technical Standards ("BTs") created and published by DHS. ITPs may be found at <http://www.oa.pa.gov/Policies/Pages/itp.aspx>. The DHS Business and Technical Standards may be found at

<https://www.dhs.pa.gov/providers/Providers/Pages/Business%20and%20Tech%20Standards/Business-and-Technology-Standards.aspx>.

All applications must be submitted on the basis that all ITPs and BTSs are applicable to this procurement. It is the responsibility of the Applicant to read and be familiar with the ITPs and BTSs. Notwithstanding the foregoing, if the Applicant believes that any ITP or BTS is not applicable to this procurement, it must list all such ITPs and BTS in its technical response, and explain why it believes the ITP or DHS BTS is not applicable. DHS may, in its sole discretion, accept or reject any request that an ITP or DHS BTS not be considered to be applicable to the procurement. The Applicant's failure to list an ITP or DHS BTS will result in its waiving its right to do so later, unless DHS in its sole discretion, determines that it would be in the best interest of the Commonwealth to waive the pertinent ITP or BTS.

The selected Applicant shall comply with state and federal law and policies requiring electronic and information technology being accessible to individuals with disabilities, including Web Content Accessibility Guidelines ("WCAG") 2.0, and Commonwealth ITP ACC001-Information Technology Accessibility Policy.

PART II

CRITERIA FOR SELECTION

- II-1. Mandatory Responsiveness Requirements.** To be eligible for selection, an application must:
- A. Be timely received from an Applicant (see **Part I, Section I-13**);
 - B. Be properly signed by the Applicant (see **Part I, Section I-14.A**);
 - C. Contain an SDB Participation Submittal (SDB-2) (which must include the SDB Utilization Schedule (SDB-3), Good Faith Efforts Documentation to Support Waiver Request (SDB-4 and SDB-5), or both); **and** (a) agree to meet the SDB participation goal in full, or (b) receive an **approved** waiver from any unmet portion of the SDB participation goal; and
 - D. Contain an VBE Participation Submittal (VBE-2) (which must include the VBE Utilization Schedule (VBE-3), Good Faith Efforts Documentation to Support Waiver Request (VBE-4 and VBE-5), or both); **and** (a) agree to meet the VBE participation goal in full, or (b) receive an **approved** waiver from any unmet portion of the VBE participation goal.
- II-2. Technical Nonconforming Applications.** The four Mandatory Responsiveness Requirements set forth in **Section II-1** are the only RFA requirements that the Commonwealth will consider to be *non-waivable*. The Department may, in its sole discretion, (1) waive any other technical or immaterial nonconformities in an Applicant's application, (2) allow the Applicant to cure the nonconformity, or (3) consider the nonconformity in the scoring of the application.
- II-3. Evaluation.** The Department has selected a committee of qualified personnel to review and evaluate the Technical Submittals of the timely submitted applications that are eligible for selection. The evaluation committee will evaluate Technical Submittals for each zone separately. The Department will provide written notice of its selection for negotiations of the responsible Applicant(s) whose application(s) is determined to be the most advantageous to the Commonwealth after taking into consideration all evaluation factors.

The Commonwealth will not score the SDB and VBE Participation Submittals. Rather, Applicants must commit to meeting the SDB and VBE participation goals or make good faith efforts to meet the SDB and VBE participation goals as more fully explained in **Part IV**. Although the SDB and VBE Participation Submittals will not be scored, the Department, in conjunction with the Department of General Services Bureau of Diversity, Inclusion and Small Business Opportunities ("BDISBO"), will evaluate the SDB Participation Submittal, the VBE Participation Submittal, and additional required documentation to determine whether they have been completed in accordance with **Part IV** and in a manner that demonstrates the Applicant is responsive and responsible. If an Applicant fails to satisfy the SDB or VBE requirements described in **Part II, Section II-1**, the Department will reject the application.

DHS will not review or score the CPP Submittal. Once an Applicant has been selected for negotiations, DHS will review the CPP Submittal of the selected Applicant and may request changes to the selected Applicant's CPP Submittal during grant Agreement negotiations.

- II-4. Evaluation Criteria.** The following criteria will be used in evaluating each application:

A. Technical: The Department has established the weight for the Technical criterion as **100%** of the total available points. Evaluation will be based upon the following: **Soundness of Approach, Applicant Qualifications, Personnel Qualifications, and Understanding the Project.**

- **Soundness of Approach.** For the zone(s) that an Applicant includes in its application, the Department's evaluation will include consideration of but is not limited to:
 - Whether the Applicant has fully and appropriately accounted for the particular or specific resources available to and challenges face by the populations in the zone;
 - Whether the Applicant has fully and effectively addressed all aspects of the work statement questionnaire (**Appendix E**) and other requirements set forth in Part III in a manner that demonstrates its ability to provide for those physical and LTSS services essential to the care of the populations and to effectively support the CHC program;
 - Whether the Applicant's approach has been specifically crafted to address the particular and unique demographic, cultural, economic, geographic, or other relevant characteristics of the regions, counties, and municipalities comprising the zone(s);
 - Whether the Applicant had fully and appropriately demonstrated how its past performance has improved quality, access, and value for the CHC Program or similar program;
 - The quality, effectiveness, and feasibility of the Applicant's technical approach for completion of all services and requirements set forth in the RFA; and
 - Whether the Applicant's technical approach aligns with the Department's objectives as set forth in **Section I-4**.

- **Applicant Qualifications.** For the zone(s) that an Applicant includes in its application, the Department's evaluation will include consideration of but it not limited to:
 - Corporate background and history, including the quality, relevancy, and recency of prior work by both the company and the specific individual employees who will be assigned to the zone, as well as the company's history of promoting diversity and inclusion;
 - The quality, relevancy, and recentness of corporate qualifications and experience in Medicaid MLTSS systems, and the operation MLTSS programs; and
 - Whether the Applicant's background, history, qualifications, and prior experience demonstrate its ability to meet the terms of the RFA and to undertake a Project of this size.

- **Personnel Qualifications.** For the zone(s) that an Applicant includes in its application, the Department's evaluation will include consideration of but is not limited to:
 - The sufficiency, quality, and feasibility of the CHC-MCO's overall organizational structure and its proposed organizational structure, functions, staff, and subcontractors (if used) for the operation in the zone; and
 - The education, experience, qualifications, and other information as required in **Part III** for Executive Management, Key Administrative, and subcontracted staff to support operations in each zone.

- **Understanding the Project.** The Department's evaluation will include consideration of but is not limited to the Applicant's understanding of the Commonwealth's needs that generated the RFA, the objectives of the RFA, and of the nature and scope of the work involved.

The final Technical scores are determined by giving the maximum number of technical points available to the application with the highest raw technical score. The remaining applications are rated by applying the formula located at:

II-5. Applicant Responsibility. To be responsible, an Applicant must submit a responsive application (see **Section II-1**) and possess the capability to fully perform the Agreement requirements in all respects and the integrity and reliability for the good faith performance of the Agreement.

For an Applicant to be considered responsible for this RFA and eligible for selection for BAFOs and selection for negotiations:

- A. The total score for the Technical Submittal of the application must be greater than or equal to **75%** of the **available raw technical points**; and
- B. The Applicant's financial information must demonstrate that the Applicant possesses the financial capability for the good faith performance of the Agreement. The Commonwealth will review the Applicant's previous three financial statements, any additional information received from the Applicant, including the information requested in **Section III-5**, and any other publicly-available financial information concerning the Applicant, and assess each Applicant's financial capacity based on calculating and analyzing various financial ratios, and comparison with industry standards and trends.

The Department will review the Applicant's financial information only to determine an Applicant's financial responsibility; the Department will **not** score the financial information as part of the Technical Submittal.

An Applicant that fails to demonstrate sufficient financial capability to ensure good faith performance of the Agreement as specified herein may be considered by the Department, in its sole discretion, for BAFO or negotiation contingent upon such Applicant providing performance security for the first Agreement year cost proposed by the Applicant in a form acceptable to the Department. Based on the financial condition of the Applicant, the Department may require a certified or bank (cashier's) check, letter of credit, or a performance bond conditioned upon the faithful performance of the Agreement by the Applicant. The required performance security must be issued or executed by a bank or surety company authorized to do business in the Commonwealth. The cost of the required performance security will be the sole responsibility of the Applicant and cannot increase the Applicant's cost application or the Agreement cost to the Commonwealth.

Further, the Department will award an Agreement only to an Applicant determined to be responsible in accordance with the most current version of Commonwealth Management Directive 215.9, Contractor Responsibility Program.

II-6. Final Ranking and Award.

- A. After any BAFO process is conducted, the Issuing Office will combine the evaluation committee's final technical scores, in accordance with the relative weights assigned to these areas as set forth in this **Part II**.
- B. The Issuing Office will rank responsible Applicants by zone according to the total overall score assigned to each, in descending order.

- C. Except as provided in **Sections II-6.D.**, for each zone, the Department must select for negotiations the Applicants with the highest overall score.
- D. The Department has the discretion to reject all applications or cancel the RFA, in whole or in part, at any time prior to the time an Agreement is fully executed, when it is in the best interests of the Commonwealth. The reasons for the rejection or cancellation shall be made part of the RFA file.

PART III

TECHNICAL SUBMITTAL

III-1. Statement of the Project. Selected Applicants will be responsible to participate in the MA Program, provide for those physical health related services and LTSS HCBS and LTC related services essential to the Participants enrolled in its plan, and comply with all federal and Pennsylvania laws generally and specifically governing participation in the MA Program. Selected Applicants must provide CHC services in all counties in the zone(s) for which they are selected to participate; and improve the accessibility, continuity, and quality of services Participants in the Commonwealth's CHC program. Please see **Part I, Sections I-3 and I-4** for an overview of the Project and Project objectives.

State in succinct terms your understanding of the Project and the service required by this RFA. The Applicant's response should demonstrate that the Applicant fully understands the scope of services to be provided, the Applicant's responsibilities, and how the Applicant will effectively manage the grant.

Applicants should limit their response to this **Section III-1** to no more than **two pages**.

Applicant Response

III-2. Zone of Operation. Indicate the zone or zones in which the Applicant wishes to participate. See **Part I, Section I-3**. Overview of Project for a description of the zones.

Applicant Response

III-3. Management Summary. Include a narrative description of the proposed effort and a list of the items to be delivered and services to be provided. The Applicant should condense and highlight the contents of the Technical Submittal in a manner that allows a broad understanding of the entire Technical Submittal. This description should not include any information that is not set forth elsewhere in the Technical Submittal. Applicants should limit their response to this **Section III-3** to no more than **two pages**.

Applicant Response

III-4. Qualifications.

A. Company Overview. The Applicant should describe the corporate history and relevant experience of the Applicant. This section must detail information on the ownership of the company (names and percent of ownership), the date the company was established, the date the company began operations, the physical location of the company, and the current size of the company. The Applicant should provide a corporate organizational chart.

The Applicant should describe its corporate identity, legal status and forms, including the name, address, telephone number, and email address for the legal entity that is submitting the application. In addition, the Applicant should provide the name of the principal officers, a description of its major services, and any specific licenses and accreditations held by the Applicant, including, but not limited to, those outlined in the draft CHC Agreement.

The Applicant must submit, as an appendix, its organization's Articles of Incorporation. If its Articles of Incorporation do not include all the information in **Appendix F, Ownership Structure and Related Information**, the Applicant must provide this information.

If an Applicant is proposing to use the services or products of a subsidiary or affiliated firm, the Applicant should describe the business arrangement with that entity and the scope of the services the entity will provide.

If the experience of any proposed subcontractor is being used to meet the qualifications and requirements of this RFA, the Applicant should provide the same information as listed above for the subcontractor. This information must be presented separately within this section, clearly identifying the subcontractor experience and name of the subcontractor.

References. The Applicant should provide a list of at least three relevant contacts within the past three years to serve as corporate references. The references must be outside clients (non-DHS). This list shall include the following for each reference:

1. Name of customer;
2. Type of contract;
3. Contract description, including type of services provided;
4. Total contract value;
5. Contracting officer's name and telephone number;
6. Role of subcontractors (if any); and
7. Time period in which services were provided.

The Applicant must submit **Appendix G, Corporate Reference Form**, directly to the contacts listed. The contacts should complete the form and return it electronically to the Issuing Officer identified in **Part I, Section I-2** of this RFP. The contacts for the Corporate References should submit the completed forms, as attachments, to RA-PWBPCMReferForms@pa.gov by the due date and time specified in the Calendar of Events. The contacts should include "Corporate Reference Form for RFA 31-22" in the subject line of the email and the body should specify the name of the Applicant for whom the form is being submitted. Reference forms submitted after the due date and time will be rejected.

The Applicant must disclose any contract or agreement cancellations, or terminations within five years preceding the issuance of this RFA. If a contract or agreement was canceled or terminated both voluntarily or involuntarily for lack of performance, the Applicant must provide details on the customer's allegations, the Applicant's position relevant to the allegations, and the final resolution of the cancellation or the termination. The Applicant must include each customer's Company or entity name, address, contact name, phone number, and email address.

The Department may disqualify an Applicant based on a failure to disclose such a cancelled or terminated contract or agreement. If the Department learns about such a failure to disclose after an agreement is awarded, the Department may terminate the agreement.

The Applicant must disclose any current or recent (within the past five years) Corrective Action Plans ("CAPs"), sanctions (as defined in the CHC Agreement), or both placed on the applicant for all lines of business within their organization. The disclosure must include all of the following for each CAP or sanction:

1. Name of customer;
2. The customer's reason for the CAP or sanction;
3. How long the CAP or sanction was open;
4. The issuance date of the CAP or sanction; and
5. The resolution date of the CAP or sanction.

Applicants must identify any current contracting, subcontracting or other relationships that may result in a conflict of interest with the requirements of this RFA, including 42 C.F.R. §438.58. Applicants must abide by the Department's conflict of interest standards identified in **Appendix B, Draft CHC Agreement**, and the RFA.

The Applicant must disclose any significant litigation or investigation related to the provision of managed care or health care services during the two years preceding the issuance of this RFA, including any such litigation or investigation of an Affiliate of the Applicant. The Applicant must provide details concerning any such litigation or investigation, including, but not limited to, the outcome of the litigation or investigation.

Applicant Response

B. Prior Experience. The Applicant should describe its experience providing the same or similar services as those required by the CHC Program. Projects referred to should be identified the name of the customer shown, including the name, address and telephone number of the responsible official of the customer, company, or agency who may be contacted should be included. In addition to the relevant prior experience of the Applicant, experience shown should include relevant work done by specific individuals who will be assigned to the zone(s) for which the Applicant is submitting an application. This section of the application must include a description of the Applicant's:

- Qualifications and experience with Medicaid managed care systems;
- Qualifications and experience with LTSS;
- Qualifications and experience with Dual Eligible populations;
- Qualifications and experience operating a managed care program;
- Qualifications and experience coordinating behavioral health ("BH") services including the ability to read, incorporate, and interpret BH data;
- Experience with other Commonwealth agencies; and
- Experience promoting diversity and inclusion.

The Applicant must also complete and include **Appendix D, Applicant's Managed Care Experience** as part of its response to this section.

Applicant Response

C. Personnel. The Applicant should submit a description of its overall organizational structure and its proposed organizational structure for the operation in each CHC zone for which the Applicant is submitting an application. Include organizational charts outlining the staffing, reporting relationships, and staff members in its description. Show the total number of staff proposed and indicate the Full Time Equivalents (“FTE”) to account for any additional staff (non-Key Personnel) that are not assigned on a full-time basis. Provide similar information for any subcontractors that are proposed. The organizational chart must illustrate the lines of authority, designate the positions responsible and accountable for the completion of each component in the RFA, indicate the names and job title and number of personnel that will be assigned to each role, and the number of hours per week each person is projected to work on the Project. The organizational chart must clearly indicate any functions that are subcontracted along with the name of the subcontracting entities and the services they will perform. The Applicant should demonstrate that all of the requirements set forth in this RFA and in the draft Agreement (**Appendix B**) are sufficiently addressed in the Applicant’s proposed organizational structure and personnel.

If the Applicant is applying for multiple zones and is proposing to employ different, separate, or additional organizational structure(s) or personnel to address RFA requirements in different zone(s), the Applicant must provide descriptions of the different, separate, or additional organization structure(s) or personnel under separately tabbed sections of the Applicant’s Technical Submittal clearly labeled as “Section III-4.C Community HealthChoices [zone name 1] Personnel,” and Section III-4.C Community HealthChoices [zone name 2] Personnel” for each zone. If the Applicant is applying for multiple zones and its response is the same for all zones for which the Applicant is submitting an application, the Applicant need not duplicate its response for each zone but should indicate that the response is the same for each zone.

For those functions described in this section, an Applicant may propose to combine functions or split the responsibility across multiple CHC zones, unless otherwise indicated, as long as it can demonstrate that the duties of the function will be carried out. If an Applicant proposes to combine or split responsibility, its response to this section must clearly indicate which individuals and offices will be responsible for each duty and function, and demonstrate that such duties and functions will be effectively performed and coordinated in each zone. If an Applicant is proposing an implementation team, it must identify its strategy for transitioning from an implementation team to a permanent team.

An Applicant may contract with a third party to perform functions, subject to the subcontractor conditions set forth in the draft Agreement. If an Applicant proposes to engage a subcontractor to perform any of the functions discussed in this section of the RFA, Applicants may cross-reference and need not duplicate the descriptions of the subcontractors requested below. Selected Applicants are required to keep the Department informed at all times of the management individuals whose duties include each of the responsibilities outlined in this section.

For the Executive Management functions (also referred to as “Key Personnel”), provide the individuals name and, through resume or similar document, the individual’s qualifications, including education and experience as well as other requested information. Applicants who do not currently employ individuals responsible for a function described in this section may instead provide job descriptions, including the minimum required education and experience and the related information requested. Such Applicants, however, should take care that their responses to the **Work Statement Questionnaire (Appendix E)** of this RFA clearly establish that qualified individuals will be

employed, and their names and resumes provided to the Department, as part of the Readiness Review Process.

Submitted responses are **not** to include personal information that will, or will be likely to, require redaction to release of the application under the Pennsylvania Right-to-Know Law, including but not limited to home addresses and phone numbers, Social Security Numbers, driver's license numbers or numbers from state identification cards issued in lieu of a driver's license, and financial account numbers. If the Commonwealth requires any of this information for security validation or other purposes, the information will be requested separately and as necessary.

1. Executive Management (Section V.V of the draft Agreement). Full time positions for executive management as described in **Section V.V** of the draft Agreement mean full time positions dedicated to the CHC Program in Pennsylvania.

For the Administrator, Chief Financial Officer, Medical Director, Pharmacy Director, Dental Director, Director of LTSS, Director of Quality Management, Special Investigations Unit Director, Community HealthChoices Program Manager and the Chief Information Systems Officer (also referred to as "Key Personnel"), please provide the following information for each position:

- Describe the executive's role in the organization or what the role will be.
- Describe the level of effort he or she provides or will provide related to each of the major program areas of program management, financial management, quality management, utilization management, data management, Participant services and provider utilization.

For **all** management positions specifically identified in your application, including, but not limited to, the executive management positions listed above, provide:

- The resume of the individual who will be in the position.
- A job description for each management position for the proposed organizational structure for the CHC Program.
- Specify where management personnel will be physically located during the time they are engaged to work.

Applicants should identify a minimum of three client references for each Key Personnel. All client references for Key Personnel must be outside clients (non-DHS) who can give information on the individual's experience and competence to perform tasks similar to those requested in this RFA. Key Personnel may be a member of the Applicant's organization, or any subcontractor included in the Applicant's application.

The Applicant must submit **Appendix H, Key Personnel Reference Form**, directly to the contacts listed. The contacts should complete the form and return it electronically to the Issuing Officer identified in **Part I, Section I-2** of this RFA. The Key Personnel contact should submit the completed forms, as attachments to, RA-PWRFAQUESTIONS@PA.GOV by the due date and time specified in the Calendar of Events. The Key Personnel contact should include "Key Personnel Reference Form for RFA 31-22" in the subject line of the email and the body should specify the name of the Applicant and the name of the Key Personnel for whom the form is being submitted. Reference forms submitted after the due date and time will be rejected.

Key Personnel Diversions or Replacement. Once Key Personnel are approved by the Department, the selected Applicant may not divert or replace personnel without prior approval of the Department's Grant Administrator. The selected Applicant must provide notice of a proposed diversion or replacement to the Department's Grant Administrator at least 30 calendar days in advance and provide the name, qualifications, and background check (if required) of the person who will replace the diverted personnel. The Department's Grant Administrator will notify the selected Applicant within ten business days of the diversion notice whether the proposed diversion is acceptable and if the replacement was approved.

"Divert" or "diversion" is defined as the transfer of personnel by the selected Applicant or its subcontractor to another assignment within the control of either the Applicant or subcontractor. Advance notification and approval does not include changes in Key Personnel due to resignations, death, disability, dismissal for cause or dismissal as a result of the termination of a subcontract or any other causes that are beyond the control of the selected Applicant or its subcontractor. The Department's Grant Administrator must approve the replacement personnel.

The Department's Grant Administrator may request that the selected Applicant remove a person from this Project at any time. For vacancies other than those caused by diversions and unless otherwise approved by the Grant Administrator, the selected Applicant will have ten business days to interim fill and 60 calendar days to permanently fill the vacancy with a person acceptable in terms of experience and skills, subject to the Department Grant Administrator's approval.

- 2. Key Administrative Positions (Section V.W. of the draft Agreement).** In this section, the Applicant must identify the name and position of the person authorized to finalize an Agreement with the Department

In addition, for each of the key administrative functions (**Section V.W.** of the draft Agreement) and functions listed below, provide the following information:

- Attach a job description that includes minimum education and experience required for each position.
- Specify where these personnel will be physically located during the time they are engaged to work.

Minimum Key Administrative Positions/Functions:

- Quality Management/Quality Improvement Coordinator;
- Behavioral Health Coordinator;
- Director of Network Management;
- Utilization Management Coordinator;
- Director of Service Coordination;
- Government Liaison;
- Participant Services Manager;
- Provider Claims Educator;
- Provider Services Manager;
- Complaint, Grievance and DHS Fair Hearing Coordinator;
- Claims Administrator;
- Contract Compliance Officer;

- Direct Care Worker Workforce Development Coordinator;
- Housing Coordinator;
- Employment Coordinator; and
- Other principal personnel identified by Applicant.

3. Board Members. The Applicant must describe the role of its board members in governance and policy making and specify the manner in which CHC Participants will be represented in an advisory and decision-making capacity for the CHC program in all zones for which the Applicant submits an application. In accordance with Pennsylvania Insurance Department (“PID”) regulations, one-third of the board’s members must be Participants receiving LTSS from the CHC-MCO.

Applicant Response

D. Subcontractors. Provide a subcontracting plan for all subcontractors, including SDBs and VBEs, who will be assigned to the Project. The selected Applicant is prohibited from subcontracting or outsourcing any part of this Project without the express written approval of the Commonwealth. Upon award of an Agreement, subcontractors included in the application submission are approved. For each position included in your subcontracting plan provide:

1. Name of subcontractor;
2. Address of subcontractor;
3. Primary contact name, email address and phone number;
4. Type of organization;
5. Date of formation;
6. Status of charter and corporate charter number;
7. Unique Entity Identifier Number;
8. SAP/SRM Vendor Number;
9. Number of years worked with the subcontractor;
10. Number of employees by job category to work on this Project;
11. Description of services to be performed;
12. What percentage of time the staff will be dedicated to this Project;
13. Geographical location of staff; and
14. Resumes (if appropriate and available).

If applicable, the Applicant’s subcontractor information should include the employees’ names, education and experience in the services outlined in this RFA. Information provided should also include the responsibilities each individual will have in this Project and how long each has been with subcontractor’s company.

Applicant Response

III-5. Financial Capability. Describe your company’s financial stability and economic capability to perform the Agreement requirements. Applicants should append its financial documentation rather than including it in the main body of the technical submittal. Applicants should provide the following information:

- A.** The identity of each entity that owns at least five percent (5%) of the Applicant.

B. Provide the following for the Applicant and for each entity that owns at least five percent (5%) of the Applicant. (The Applicant may also include information for other Affiliates as long as they still provide the requested information for each entity that owns at least 5%):

1. Audited financial statements for the two most recent fiscal years for which statements are available. The statements must include a balance sheet, statement of revenue and expense, and a statement of cash flow. Statements must include the auditor's opinion and the notes to the financial statements submitted by the auditor to the Applicant. If audited financial statements are not available, explain why and submit unaudited financial statements.
2. Unaudited financial statements for the period between the last date covered by the audited statements through the quarter before the submission of the application.
3. Documentation about available lines of credit, including maximum credit amount and amount available thirty 30 business days prior to the submission of the application.
4. The most recent sets of quarterly and annual financial statements filed with the Pennsylvania Insurance Department or with other states' insurance departments, if the Pennsylvania filing is non-applicable.
5. State of incorporation.
6. Type of incorporation, as profit or non-profit.
7. Bond rating.
8. A.M. Best rating for life/health.
9. Standard and Poor's rating.
10. Weiss rating.
11. Risk Based Capital Ratio for the year filed most recently with the Pennsylvania Insurance Department.

If any information requested is not applicable or not available, Applicants should provide an explanation. Applicants may submit appropriate documentation to support information provided.

Applicant Response

III-6. Work Plan. In this section, the Applicant should respond to the **Work Statement Questionnaire (Appendix E)**, taking care to be as concise, but thorough, as possible. In responding, the Applicant should repeat each question and then follow each question with its response. Please note that page limits have been established for the response to each category of questions. While the Department will take note of an Applicant's adherence to these limits, they represent the maximum permissible length of a response. Applicants are not required to and should not expand their responses to the maximum length if a question may be fully answered in fewer pages. All page limits apply to response text only, not to any requested documents.

Include a Program Evaluation and Review Technique (“PERT”) or similar type display, time related, showing each event. If more than one approach is apparent, comment on why you chose this approach was chosen. The relationship between Key Personnel and the specifics tasks, assignments, and deliverables proposed to accomplish the scope of work should also be described.

The Applicant should also describe its management approach, including how it will implement its proposed work plan. Where applicable, the Applicant should provide specific examples of methodologies or approaches, including monitoring approaches, it will use to fulfill the RFA requirements and examples of similar experience and approach on comparable projects. The Applicant should describe the management and monitoring controls it will use to achieve the required quality of services and all performance requirements. The Applicant should also address its approach to internally monitor and evaluate the effectiveness of meeting the Agreement requirements.

The Applicant should include in the work plan its planned approach and process for establishing and maintaining communication between all parties and a technical approach that is aligned with all written specifications and requirements contained in the RFA.

Applicants currently participating in CHC, Physical Health HealthChoices, or Behavioral Health Managed Care should describe their current practices and changes or improvements to their current operations and to use examples from their CHC, Physical Health HealthChoices, or Behavioral Health Managed Care line of business when explaining their future plans or proposed approach related to a question. Applicants should also describe how they would adapt, if necessary, their current lines of business to the CHC Program.

Applicants new to MA managed care in Pennsylvania or new to Managed Care LTSS should provide responses on lines of business deemed to be most relevant and similar to the CHC Program. Applicants should also describe how they would adapt their current line(s) of business to the CHC Program.

If the Applicant is applying for multiple zones, any and all portions of a response to questions in **Part III, Section III-7** that describe different, separate, or additional components of the response that is specifically designed to address the needs of one particular zone should be provided under separately tabbed sections of the Applicant’s Technical Submittal, and clearly labeled as “Part III, Section III-7 Work Statement Questionnaire Community HealthChoices [zone name] Zone” for each zone. If the Applicant is applying for multiple zones and its response to any question is the same for all zones, it need not duplicate its response for each zone, but should indicate that the response is the same for all zones.

III-7. Requirements. A description of the anticipated requirements for the provision of Community HealthChoices services to eligible CHC Participants is set forth in the draft Agreement (**Appendix B**). The provisions of this RFA and its Appendices will become a part of the final CHC Agreement executed by the selected Applicant. Applicants should address how they will comply with the following requirements:

A. Disaster Recovery. Selected Applicants must develop and document a Disaster Recovery (“DR”) plan for electronic records and files maintained by a selected Applicant. The selected Applicant must utilize reasonable data backup and DR procedures to prevent loss of information and an interruption in the use of its proposed systems.

1. The Applicant must describe its data backup and DR plans for restoring and maintaining operations during natural or human-induced disasters, or any other occurrence that damages systems or data.

2. The Applicant must provide detailed information regarding its backup and DR systems, architecture and frameworks, capabilities, governance, and procedures.
3. The Applicant must describe how its backup and DR plans enable the continuation of critically processes, including the protection and security of the data and system restoration and availability.
4. The selected Applicant must provide an annual update of the data backup and DR plan and the DR plan testing process and testing frequency on the yearly anniversary of the Effective Date of the Agreement.

Applicant Response

B. Emergency Preparedness.

To support continuity of operations during an emergency, including a pandemic, the Commonwealth needs a strategy for maintaining operations for an extended period of time. One part of this strategy is to ensure that essential agreements that provide critical business services to the Commonwealth have planned for such an emergency and put contingencies in place to provide needed goods and services.

1. Describe how you anticipate such a crisis will impact your operations.
2. Describe your emergency response continuity of operations plan. Please attach a copy of your plan, or, at a minimum, summarize how your plan addresses the following aspects of preparedness:
 - a. Employee training (describe your organization's training plan, and how frequently your plan will be shared with employees).
 - b. Identified essential business functions and key employees necessary to carry them out.
 - c. Contingency plans for:
 - i. How your organization will handle staffing issues when a portion of key employees are incapacitated due to illness.
 - ii. How employees in your organization will carry out the essential functions if measures prevent from coming to the primary workplace.
 - d. How your organization will communicate with staff and suppliers when primary communications systems are overloaded or otherwise fail, including key contacts, chain of communications (including suppliers), etc.
 - e. How and when your emergency plan will be tested, and if the plan will be tested by a third-party.
 - f. How your organization will provide rapid response and services to Participants during an emergency situation.
 - g. How your organization will communicate changes during emergency situations due to natural disasters, pandemics or other unforeseen events to Participants and providers.

Applicant Response

C. Bolstering Service Delivery through a Digital Experience Strategy. The Commonwealth of Pennsylvania (“Commonwealth”) is committed to improving digital interactions with Pennsylvanians, individuals, and entities that conduct business with or on behalf of the Commonwealth, (each a “Business Partner”).

Executive Order 2023-08 - *Bolstering Service Delivery Through a Digital Experience Strategy* calls for the enablement of an online service delivery system that would provide a universal entry way to all Commonwealth programs, services, and resources organized by users’ needs and life experiences rather than agency program areas.

More information about the Executive Order is available at the following location: [Executive Order 2023-08 – Bolstering Service Delivery through a Digital Experience Strategy](#).

Applicants shall acknowledge and conform to the following six design principles and requirements when proposing solutions within applications and/or during product demonstrations in response to Commonwealth procurement solicitations. The selected Applicant shall align its performance and deliverables with these principles and requirements under any agreement that may be awarded from the procurement solicitation.

Design Principles and Requirements.

1. Delivering a consistent and friendly user experience across all Commonwealth agencies informed by human-centered design principles and user research.

A consistent and friendly user experience will enable Pennsylvanians, individuals, and Business Partners to locate services and conduct business with the Commonwealth, even if they do not know which agency to contact. Pennsylvanians, individuals, and Business Partners will continue to be able to navigate directly to services on agency websites, if they wish.

PA.GOV is the Commonwealth’s single state government destination. By using PA.GOV, Pennsylvanians, individuals and Business Partners will know that they are utilizing official services from the Commonwealth.

The selected Applicant must use the PA.GOV domain for proposed websites and digital services. Refer to the Commonwealth Information Technology Policy (“ITP”) ITP-NET005 - *Commonwealth External and Internal Domain Name Services (“DNS”)*. Applicants shall acknowledge its understanding of and compliance with this requirement in its application.

Each Applicant’s application must include a description of how the Applicant plans to integrate a consistent and friendly user experience, starting with [PA.GOV](#). The selected Applicant shall be able to receive and validate the credentials of a Pennsylvanian, individual or Business Partner that were previously authenticated from an active session.

The Applicant’s solution must integrate with existing PA.GOV and be able to receive and validate credentials among Commonwealth websites, applications, and digital services to allow seamless navigation to and from PA.GOV.

Keystone Login is the Commonwealth's single login solution. Keystone Login provides a consistent and secure approach to account administration by offering Pennsylvanians, individuals, and in the future, Business Partners, a single online point of access to services offered by multiple Commonwealth agencies or other Business Partners. It is critical that by using Keystone Login any Pennsylvanian or Business Partner can work with any Commonwealth agency or other Business Partner through the Commonwealth's public facing applications using a single login credential.

The consistent and modern authentication standards available through Keystone Login will increase convenience for Pennsylvanians and Business Partners by simplifying account management and eliminating the need to remember multiple usernames and passwords, while also strengthening the Commonwealth's security posture.

In addition, Keystone Login provides the capability for a Pennsylvanian or a Business Partner to create a single profile managed by Keystone Login.

The selected Applicant shall register with and utilize Keystone Login.

Applications that utilize Keystone Login can leverage authentication methods through one of the following: (1) via a series of Application Programming Interfaces ("APIs"), (2) as a redirect to the Keystone Login Portal, or (3) a hybrid of both approaches.

A detailed Developer Integration Guide will be provided to the selected Applicant; however, to assist Applicants in preparing their applications, a summary version of the Developer Integration Guide and Keystone Login Branding Guidelines are available at the following location: <http://keystonelogindevelopers.pa.gov>.

The summary version of the Developer Integration Guide and Keystone Login Branding Guidelines should be reviewed by the Applicants prior to responding to this solicitation to ensure the Applicants understand the mandatory APIs and services that shall be made available to Pennsylvanians and Business Partners.

The Applicants shall include in their applications an acknowledgement that they will utilize Keystone Login for Pennsylvanians. If the Applicant requires any additional information to verify the identification of Pennsylvanians through the authentication process provided by Keystone Login, the Applicant must identify the additional required information the Applicant needs in its application.

Additionally, the Applicant must commit to utilizing Keystone Login for Business Partners when required by the Commonwealth. The timeframe for implementation of Keystone Login to Business Partners will be mutually agreed upon by the selected Applicant and the Commonwealth and will be documented through the agreement change order process.

2. Incorporating user feedback continuously into digital applications to ensure users' expectations and needs are better met.

Applicants must develop user-focused requirements that tie back to all personas that will be leveraging the solutions being suggested.

Applicants must include within their applications a reporting strategy and specific mechanisms for how the solution would measure its success in meeting the needs of users (e.g., reducing time to complete for end-users by XX%).

When designing any digital interface, a plan for user research and iterative prototype development must be included within applications. The Applicant must plan for written sign-off on a finalized prototype prior to beginning any development work, and such must be acknowledged within applications.

Developed prototypes must be informed not only by design best-practices, but also the feasibility of the back-end technical integrations that would be required to enable the front-end experience, so user feedback is informed by realistic examples. Applicants must outline in their applications the design best practices and technical integrations that would enable the front-end experience.

All existing user research completed by the Commonwealth related to this procurement will be provided, if available and permissible by law. If the Applicant does not have the ability to provide user research or prototype development, it must explicitly be called out in the application so that the Commonwealth can anticipate resources that will be required outside of the scope of the awarded agreement.

3. Sharing and integration of data across agencies to glean users' insights and measure experience, including satisfaction and trust across Commonwealth services.

The universal entry way outlined within the Executive Order will establish capabilities to connect Residents to existing systems of records using a consent-based approach that will enable Residents to view and update their data across agencies and program areas in a seamless fashion using a common technology identity.

An enterprise data management program strategy was established that focuses on democratization of data, efficiency of data transactions, and increasing data quality, availability, integrity, and security measures. The strategy also combines functional and cultural changes to the data habits and literacy of people, establishes standardized data processes, and deploys technologies to ensure optimal practices and business processes are used to collect, create, maintain, and/or disseminate data.

To accomplish the strategy, the Commonwealth is standardizing and deploying the following technology solutions in support of a centralized enterprise data hub.

- Core Resident and Business Profiles (“Golden Records”)
- Universal Identifiers and ID Linkage
- Master Data Management
- Enterprise Messaging and Queuing Services
- Data API / Data Integration Services
- Enterprise Data Catalog

The Applicant shall provide within their application a detailed overview of data available from the proposed solution, along with data format and all methods in which the data can be accessed by Commonwealth solutions and reporting tools (e.g., Enterprise Data Catalog, Power BI).

The Applicant shall also include in the application how the proposed solution can contribute to the centralized enterprise data hub. This information must include field-level data (e.g., profile/demographics/preferences of users) and outcomes data from the proposed solution (e.g., user logins, user journey history, completed applications).

The data is owned by the Commonwealth and cannot be used by the awarded Applicant without written consent of the Commonwealth.

4. Consolidate or eliminate outdated technologies and systems that are costly or challenging to maintain, insecure, or no longer impactful with the goal of minimizing or preventing the Commonwealth from incurring technical debt.

Applicants must acknowledge within their application if the proposed solution has a roadmap that showcases a progression plan for sustaining, enhancing, and maturing the proposed solution into the future. Applicants must include the roadmap within their applications, if available.

Applicants must explain within their applications how solution enhancements and/or version releases are handled, and at what cyclical intervals.

Applicants must acknowledge within their applications the timeframe (e.g. years, months) the proposed solution has been implemented for other clients or if new and/or emerging technology(ies) is being proposed.

5. Designing digital services that incorporate best practices regarding data exchange, data privacy, security, records management, language translation, and accessibility associated with Commonwealth data, devices, and materials to provide comprehensive protections and manage risk.

Applicants shall acknowledge within their applications compliance with the Commonwealth's electronic information privacy standards. Refer to the ITP-PRV001 – Commonwealth of Pennsylvania Electronic Information Privacy.

Applicants shall acknowledge within their applications compliance with the Commonwealth's websites, applications, and digital content and services design standards. Refer to ITP-SFT002 – *Commonwealth of PA Design Standards*, and ITP-SFT009 – *Application Development*.

Title VI of the Federal Civil Rights Act of 1964 provides that “no person in the United States shall, on the ground of race, color or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance. Title VI applies to all state agencies that receive Federal financial assistance.¹

Applicants shall demonstrate how they will support the Commonwealth in making vital digital information available to people with limited English proficiency with accurate digital language translation in frequently encountered languages.

¹ 42 U.S.C. § 2000d (1964), “Title VI” includes this statute and its regulations.

Applicants must acknowledge within their applications and, if requested by the Commonwealth, demonstrate during product demonstration sessions, solution and deliverable compliance with relevant federal, and state laws, regulations, and rules including, but not limited to, the following.

- Title III of the Americans with Disabilities Act, which prohibits discrimination on the basis of disability;
- Section 508 Amendment to the Rehabilitation Act of 1973, which requires all Federal agencies' electronic and information technology to be accessible to those with disabilities; and
- Section 504 of the Rehabilitation Act, which prohibits discrimination on the basis of disability for entities receiving federal funds.

In addition, Applicants must acknowledge within their applications and product demonstration sessions compliance with the revised Section 508 Standards and the current version of the Web Content Accessibility Guidelines (“WCAG”), which are industry standards. The selected Applicant must provide as a deliverable of the awarded contract quarterly reports that demonstrate compliance with WCAG. Refer to ITP-ACC001 – *Information Technology Digital Accessibility Policy* for additional information.

6. Follow Commonwealth data source standards to facilitate better connections and access of user data.

The purpose of the citizen and business data models are to standardize and promote common glossary definitions for the data elements and their associated attributes. A common understanding of data entities and elements across the enterprise is an essential first step in developing integrated processes and moving away from ‘silo’ systems, solutions, applications, and digital services.

Applicants must acknowledge within their applications and, if requested by the Commonwealth, demonstrate during product demonstration sessions compliance with ITP-INF003 – *Data Modeling Standards* as well as ITP-INF003’s associated supporting documents.

Applicants must provide within their applications the availability of APIs to add, update, and/or exchange resident, business, and solution/system/application data in real-time with centralized data hubs managed by the Commonwealth.

Applicant Response

- D. **Computing Services.** The Commonwealth defines Computing Services as any service that is hosted by or within a Service Organizations or its subcontractor(s) (Subservice Organization(s)) managed infrastructure regardless of deployment model (public, private, or hybrid) or such type as, but not limited to, software-as-a-service for web-based proposals, infrastructure-as-a-service for Internet-based access to storage and computing power, and platform-as-a-service that gives developers the tools to build and host web applications. Solutions deployed through traditional hosting methods and without the use of NIST Cloud capabilities (i.e., rapid elasticity, resource pooling, measured service, broad network access, and on demand self-service) are also included. Please refer to [Glossary \(pa.gov\)](#) for more specifics. This solicitation will require the selected Applicant to go through a Computing Services Use Case review prior to entering into an agreement. As part of this review, Applicants shall complete and submit as part of their application, **Appendix Q, Computing Services Requirements** document that is specific to the Computing Service being considered. Applicants shall also provide a

Voluntary Product Accessibility Template (“VPAT”) and a System and Organizations Controls (“SOC”) Report as part of their application. After selection, the BPCM Issuing Officer will contact the selected Applicant to schedule a meeting to do a High Level Diagram of their system.

Applicant Response

- E. **VPAT.** The VPAT is a self-assessment document explaining how applications conform to the 508 Standards for IT accessibility. Applicants shall provide their VPAT as part of their application. If selected for negotiations, the selected Applicant’s VPAT report will be reviewed during the Computing Services Use Case review process.

Applicant Response

- F. **SOC Report.** A Service Organization Controls (“SOC”) Report is a way for the Commonwealth to verify the vendor will follow best practices relating to our data. The SOC report allows the Commonwealth to understand the level of risk involved with providing data to the selected Applicant. Applicants shall provide the appropriate SOC report as part of their application. Refer to [SEC040](#), Section 5.2 System and Organization Controls (“SOC”) Reporting Requirements for acceptable SOC types. If selected for negotiations, the selected Applicant’s SOC report will be reviewed during the Computing Services Use Case review process.

Applicant Response

- G. **Lobbying Certification and Disclosure of Lobbying Activities.** This Project will be funded, in whole or in part, with federal monies. Public Law 101-121, Section 319, prohibits federal funds from being expended by the recipient or by any lower tier sub-recipients of a federal contract, grant, loan, or a cooperative Agreement to pay any person for influencing, or attempting to influence a federal agency or Congress in connection with the awarding of any federal contract, the making of any federal grant or loan, or entering into any cooperative agreement. All parties who submit applications in response to this RFA must sign the **Lobbying Certification Form**, attached as **Appendix M**, and if applicable, complete the **Disclosure of Lobbying Activities Form**, also attached as **Appendix M**.

Applicant Response

- H. **Worker Protection and Investment.** Pursuant to Executive Order 2021-06, *Worker Protection and Investment* (October 21, 2021), the Commonwealth is responsible for ensuring that every Pennsylvania worker has a safe and healthy work environment and the protections afforded them through labor laws. To that end, contractors and grantees of the Commonwealth must certify that they are in compliance with all applicable Pennsylvania state labor and workforce safety laws. Such certification shall be made through the Worker Protection and Investment Certification Form (BOP-2201) and submitted with the bid, proposal or quote. This form is attached as **Appendix O**.

Applicant Response

- I. **Readiness Review.** Prior to an Agreement becoming effective and a selected CHC-MCO being able to provide services to eligible CHC Participants, the Department must determine that the CHC-MCO has successfully completed the Department’s Readiness Review for each CHC zone for which the CHC-MCO was selected for negotiations. The Department anticipates that the Readiness Review period will last approximately six months. If the Department determines that a selected CHC-MCO

has not successfully completed Readiness Review for all or some of the CHC zones for which it was selected, the Department will not award an Agreement to the CHC-MCO for some of all of the CHC zones for which it was selected for negotiations. No Agreement will exist between the Department and the selected CHC-MCO until the Department has determined that the CHC-MCO is able and ready to provide services to eligible CHC Participants.

During Readiness Review, the Department will assess a selected CHC-MCO's readiness to provide required services in compliance with Agreement requirements. As part of Readiness Review, the Department will review required Deliverables and may approve or request modifications to the Deliverables. The Department will provide a Readiness Review tool to the selected CHC-MCO that includes all Deliverables. The Department will review the Deliverables through a combination of desk and onsite reviews. The Department will provide technical assistance throughout the Readiness Review process.

Applicant Response

III-8. Key Performance Standards. The Commonwealth has developed a set of minimum Key Performance Standards defined within the draft CHC Agreement (**Appendix B, Exhibit BB**), which the selected Applicant must meet, or exceed.

The selected Applicant's performance will be reviewed and assessed as described in **Appendix B, Exhibit BB**. The Department's Grant Administrator will give written notice of each failure to meet a performance standard to the selected Applicant. The Department may impose financial assessments for a selected Applicant's failure to meet the performance standards as set forth in the draft CHC Agreement. If the Department does not assess liquidated damages or other financial assessments in a particular instance, the Department is not precluded from pursuing other or future assessments relating to those performance standards and their associated damages.

Describe your ability to meet or exceed these minimum performance standards.

- A. For any deficiency, including ones relating to the performance standards, the selected Applicant will prepare and submit a corrective action plan for any observation or finding contained in a notice of deficiency. The selected Applicant must submit the corrective action plan to the Department within ten business days of notification of the deficiency or such longer time as may be agreed to by the Department.
- B. The corrective action plan must include, but is not limited to:
 - 1. Brief description of the findings;
 - 2. Specific steps the selected Applicant will take to correct the situation or reasons why it believes corrective action is not necessary;
 - 3. Name(s) and title(s) of responsible staff person(s);
 - 4. Timetable for performance of the corrective action steps;
 - 5. Monitoring that will be performed to implement corrective action;
 - 6. Signature of the selected Applicant's Program Manager or a senior executive.
- C. The selected Applicant must implement the corrective action plan within the timeframe agreed to by the parties for that particular corrective action plan. Failure to implement a corrective action plan, in

the manner agreed to, may result in further action by the Department, including, but not limited to, a finding of default.

In the event the Department determines a deficiency to be a serious non-compliance with the selected Applicant's obligations under the Agreement, the Department may find the selected Applicant in default.

Applicant Response

III-9. Objections and Additions to IT Terms and Conditions. The Applicant must identify which, if any, of the terms and conditions contained in **Appendix P** it would like to negotiate and what additional terms and conditions the Applicant would like to add to the Agreement. The Applicant's failure to make a submission under this paragraph will result in its waiving its right to do so later, but the Department may consider late objections and requests for additions if, in the Department's discretion, to do so would be in the best interest of the Commonwealth. The Department may, in its sole discretion, accept or reject any requested changes to the standard terms and conditions. The Applicant may not request changes to the other provisions of the RFA, including the draft CHC Agreement, nor may the Applicant completely substitute its own terms and conditions. All terms and conditions must appear in one integrated Agreement. The Department will not accept references to the Applicant's or any other organization's online guides or online terms and conditions in any application.

Regardless of any objections set out in its application, the Applicant must submit its application on the basis of the terms and conditions set out in **Appendix P**. The Department will reject any application that is conditioned on the negotiation of terms and conditions.

The Department will not accept objections or additions to the draft CHC Agreement at this time. Selected Applicants will be provided an opportunity to discuss the CHC Agreement during negotiations.

PART IV

SMALL DIVERSE BUSINESS AND VETERAN BUSINESS ENTERPRISE PARTICIPATION INFORMATION

IV-1. SDB and VBE Participation Goals. The Issuing Office and BDISBO have set the SDB Participation Goal and a VBE Participation Goal for this RFA, which are listed in **Part I, Section I-12** of this RFA. The SDB and VBE Participation Goals were calculated based upon the market availability of SDBs and VBEs for work scopes identified for this solicitation.

Applicants now must agree to meet the SDB and VBE Participation Goals in full or demonstrate they have made Good Faith Efforts to meet the Goals and obtain an approved waiver or their application will be disqualified from further consideration.

Although the SDB and VBE Participation Goals are statewide, an Applicant must either meet the SDB and VBE Participation Goals or establish to the satisfaction of the Department and BDISBO that it has made a Good Faith Effort to meet the SDB and VBE Participation Goals for each zone for which an application has been submitted. If an Applicant is submitting applications for multiple zones, it must submit a separate SDB and VBE Participation Submittal and required documentation for each zone. Applicants must clearly identify the zone for which each Submittal applies.

The SDB and VBE Participation Goals apply only to the administrative portion of the PMPM rate. Applicants must utilize the following administrative PMPM assumptions in preparing their SDB and VBE Participation Submittals and Utilization Schedules:

Zone	Calendar Year 2024 Administrative PMPM
L/C	\$51.02
NE	\$43.83
NW	\$48.99
SE	\$77.68
SW	\$46.75
Statewide	\$59.21

IV-2. SDB Participation Packet, Appendix I. Applicants should submit the SDB Participation Packet and associated required documentation in accordance with the Instructions for Completing SDB Participation Submittal and SDB Utilization Schedule and with the submission requirements of **Part 1, Section I-14.A**.

IV-3. VBE Participation Packet, Appendix J. Applicants should submit the VBE Participation Packet and associated required documentation in accordance with the Instructions for Completing VBE Participation Submittal and VBE Utilization Schedule and with the submission requirements of **Part 1, Section I-14.A**.

NOTE: Equal employment opportunity and contract compliance statements referring to company equal employment opportunity policies or past contract compliance practices do not constitute proof of SDB or VBE Status or entitle an Applicant to receive credit towards the SDB or VBE participation goals.

IV-4. Contract Requirements—SDB and VBE Participation.

- A. SDB and VBE Participation Documents. All documents completed and submitted by the selected Applicant in connection with its SDB Participation Submittal (including the SDB Participation Submittal, SDB Utilization Schedule, and any Good Faith Efforts Documentation to Support Waiver Request of SDB Participation Goal) and its VBE Participation Submittal (including the VBE Participation Submittal, VBE Utilization Schedule, and any Good Faith Efforts Documentation to Support Waiver Request of VBE Participation Goal) shall be incorporated into the Agreement by reference.
- B. Required contract terms. All Agreements containing SDB and VBE participation must contain the following provisions to be maintained through the initial term and any subsequent options or renewals:
1. Each SDB participation commitment and each VBE participation commitment which was credited and the total percentage of the SDB participation commitments and VBE participation commitments made at the time of application submittal or Agreement negotiations, as applicable, become contractual obligations of the selected Applicant upon execution of its Agreement with the Commonwealth.
 2. For purposes of monitoring compliance with the selected Applicant's SDB and VBE participation commitments, the Agreement cost is the total amount paid to the selected Applicant throughout the initial Agreement term and any extensions.
 3. The selected Applicant cannot alter its overall SDB or VBE commitments or commitments made to individual SDB or VBE subcontractors without written approval from the Department and BDISBO.
 4. Both the overall percentage of SDB and VBE commitments, and individual SDB and VBE commitments must be maintained if the Agreement is assigned to another prime.
- C. Subcontract requirements.
1. The selected Applicant and each SDB listed on the SDB Utilization Schedule and VBE listed on the VBE Utilization Schedule must enter into a final, definitive subcontract signed by the selected Applicant and the SDB or VBE within 30 calendar days of the final execution date of the Commonwealth Agreement. A Model Form of Small Diverse Business/Veteran Business Enterprise Subcontractor Agreement which may be used to satisfy this requirement – is available as **Appendix K**.
 2. In addition to any requirements in the selected Applicant's contract documents, the subcontract must contain:
 - a. The specific work, supplies or services the SDB or VBE will perform; location for work performed; how the work, supplies or services relate to the contract; and the specific timeframe during the initial term and any extensions, when the work, supplies or services will be provided or performed;
 - b. The fixed percentage commitment and/or associated estimated dollar value that each SDB or VBE will receive based on the final negotiated cost for the initial term of the Agreement and any extensions of the Agreement;

- c. Payment terms requiring payment to the SDB or VBE for work satisfactorily completed within 10 calendar days of the selected Applicant's receipt of payment from the Commonwealth for such work. Subcontractors are encouraged to utilize electronic payment methods;
 - d. Commercially reasonable terms for the applicable business or industry that are no less favorable than the terms of the selected Applicant's Agreement with the Commonwealth and that do not place disproportionate risk on the SDB or VBE relative to the nature and level of the SDB's or VBE's participation in the Agreement; and
 - e. The requirement that the SDB or VBE submit utilization reports to BDISBO. Reporting instructions will be communicated after award by BDISBO via kick-off letter/meeting.
3. If a subcontract is required by the solicitation document and the subcontract terms omit any of the information required in subparagraph 2 but that information is otherwise reflected within the selected Applicant's SDB Participation Submittal, VBE Participation Submittal, or associated documents (SDB Utilization Schedule, VBE Utilization Schedule, and Letters of Commitment), the information listed in the SDB Participation Submittal, VBE Participation Submittal, or associated documents is incorporated into the subcontract. To the extent that any subcontract terms conflict with the requirements of subparagraph (2) or information contained within the selected Applicant's SDB Participation Submittal or VBE Participation Submittal and associated documents, the order of precedence is as follows: 1) the requirements of subparagraph 2, 2) the selected Applicant's SDB Participation Submittal, VBE Participation Submittal and associated documents; and 3) the terms of the subcontract.
 4. If the selected Applicant and a SDB listed on the SDB Utilization Schedule or VBE listed on the VBE Utilization Schedule cannot agree upon a definitive subcontract within 30 calendar days of the final execution date of the Commonwealth Agreement, the selected Applicant must provide written notification to the Department and BDISBO.
 5. The selected Applicant must provide a copy of any required subcontract with an SDB or VBE to BDISBO or the Department within ten business days of receiving such a request.

D. Utilization Reports.

1. The selected Applicant must submit a Monthly Utilization Report to BDISBO and the DHS Grant Administrator in the format required by BDISBO and within ten business days of the end of each month of the Agreement term and any subsequent extensions. In the Monthly Utilization Report, the selected Applicant must list payments made to each SDB or VBE subcontractor and any unpaid invoices over 30 calendar days old received from an SDB or VBE subcontractor, and the reason payment has not been made. This information will be used to track and confirm the actual dollar amount paid to SDB or VBE subcontractors and will serve as a record of fulfillment of the contractual commitment(s). If there was no activity, the selected Applicant must complete the form by stating "No activity". A late fee of \$100.00 per day may be assessed against the selected Applicant if the Utilization Report is not submitted in accordance with the schedule above.
2. The selected Applicant must include in its subcontracts with its SDB and VBE subcontractors a requirement that the SDB and VBE subcontractors submit to BDISBO, within the time frame set forth within the solicitation document, a report identifying the prime contract, and listing:

- a. Payments received from the selected Applicant within the time frame covered by the report, and
- b. Invoices for which the subcontractor has not been paid.

E. Noncompliance with SDB or VBE commitments.

1. Upon BDISBO notifying the Department that a selected Applicant did not comply with the SDB commitments or VBE commitments, the Department will notify the selected Applicant in writing of BDISBO's findings and will specify the corrective actions to be taken. The selected Applicant must initiate the corrective actions within ten business days and complete them within the time specified by DHS.
2. If DHS determines that material noncompliance with SDB or VBE provisions exists and that the selected Applicant refuses or fails to take the corrective action required by DHS, DHS, in consultation with BDISBO, may impose any and all remedies available under the Agreement as it deems appropriate. Such remedies include, but are not limited to, withholding of payments; termination of the Agreement along with consequential damages; revocation of the selected Applicant's SDB, and/or VBE status; a determination that the selected Applicant's SDB or VBE participation submittal be deemed non-responsible in future procurements; and/or any actions under the Commonwealth's Contractor Responsibility Program, up to and including suspension or debarment from future contracting opportunities with the Commonwealth.

PART V

CONTRACTOR PARTNERSHIP PROGRAM

- V-1. General Information – Contractor Partnership Program.** The CPP was created by the Department to address workforce needs by connecting beneficiaries of Temporary Assistance for Needy Families (“TANF”) to jobs while simultaneously helping to fill the hiring needs of employers. The program is a collaborative effort between DHS and its contractors and grantees to lift families out of poverty.

CPP requires entities who are awarded a contract or agreement with DHS to establish a hiring target that supports TANF beneficiaries in obtaining employment with the contractor, grantee, or their subcontractors for jobs within their organizations. The Department encourages selected Applicants to consider TANF beneficiaries not only for employment opportunities that will be created through the award of an Agreement but also for general employment opportunities within the organization. DHS staff will work cooperatively with selected Applicants to assist in meeting their hiring targets by assisting with the identification of qualified job applicants through the Department’s employment and training programs and providing technical assistance as needed. Participating Applicants may also be eligible to receive hiring incentives, such as the Work Opportunity Tax Credit.

Through CPP, DHS expects not only to increase the employment rate for individuals receiving TANF cash assistance, but to continue to contribute to the economic growth of the Commonwealth.

For more information about the Contractor Partnership Program, please contact: RA-BETPCPP@pa.gov or 1-866-840-7214.

- V-2. Participation Requirements.** Entities who are awarded a contract or agreement valued at a minimum of \$5 million through a competitive procurement process are automatically included in CPP. To receive credit towards meeting the CPP requirements and maintain good standing, these entities must hire or make good faith efforts to hire individuals currently receiving TANF cash assistance. This includes but is not limited to individuals receiving TANF who are currently participating in Department employment and training programs as well as TANF beneficiaries outside of these programs.

The Department’s vision for CPP is that selected Applicants are able to obtain employment for TANF beneficiaries in a number equal to 10% of the average of the annual number of a selected Applicant’s new hires in Pennsylvania over each of the prior three years.

- V-3. RFA Requirements.** Applicants must provide a written narrative that addresses the following and must include the information in the CPP Submittal of their application.
- A. Applicant’s name, telephone number and mailing address.
 - B. Type of business entity (i.e. not-for-profit, government entity, public corporation, university).
 - C. Address of the company’s headquarters; if located in Pennsylvania, include county.
 - D. The name, title, phone number, mailing address, and email of the Applicant’s point of contact for the CPP.
 - E. Address of all satellite offices located in Pennsylvania, including the county.
 - F. A list of the subcontractors’ names, address, and phone number; if located in Pennsylvania, include the county.
 - G. Type of services being provided under the Agreement.
 - H. Type of services provided by Applicant.

- I. Based on the calculation below, the anticipated number of positions, in whole numbers, that will be established as the hiring target.

For each of the prior three years, provide the number of new hires at your organization’s Pennsylvania offices. The hiring targets will be 10% of the average of the annual number of new hires in Pennsylvania over each of the last three years. Hiring targets can be discussed with the Office of Income Maintenance CPP staff to determine if a waiver or reduction of this requirement is warranted.

- J. Type of positions anticipated to be available during Agreement term.
- K. Describe the strategies that will be used to identify and recruit TANF individuals.
- L. Describe the methods that will be used to retain the individuals once they are employed, including opportunities for professional development.
- M. Identify the staff and processes that will be used to meet the CPP requirement, including the reporting requirements.
- N. Provide a brief explanation of any additional efforts that will be made to meet and maintain TANF hiring commitments.

The Department will not evaluate the CPP Submittal. After an Applicant is selected for negotiations, the Department’s Office of Income Maintenance Bureau of Employment Programs will review the CPP Submittal and may request changes or clarifications during negotiations. All information submitted is subject to approval by DHS.

V-4. Agreement Requirements. The approved hiring target will become a performance target, included as part of the Agreement. Hiring targets will apply to the full term of the Agreement, including any extensions. After an Agreement has become effective, selected Applicants must establish a login for the DHS data tracking system, the Commonwealth Workforce Development System (“CWDS”), create a business folder, and complete and submit all required forms to the CPP staff. The selected Applicant must complete the Quarterly Employment Report on a quarterly basis to document the number of TANF beneficiaries hired for that quarter. OIM will monitor the submission of the Quarterly Employment Report in CWDS and will share the information with the Program Office responsible for the Agreement.

Quarters	Begin Date	End Date	Reports Due*
1 – First	July 1	September 30	October 15
2 – Second	October 1	December 31	January 15
3 – Third	January 1	March 31	April 15
4 – Fourth	April 1	June 30	July 15

**if the 15th falls on a weekend or state holiday, the report is due the next business day.*

The selected Applicant, regardless of the Effective Date of the Agreement must complete the Quarterly Employment Report based on the schedule above. If an Agreement begins in the middle of a quarter, the information reported will be based on activity that occurred from the Effective Date through the end of the quarter. If no activity occurred, an entry reporting zero hires must still be submitted via CWDS.

In addition, selected Applicants must report information documenting the use and outcomes of their hiring strategies and demonstrating their good faith efforts to hire TANF beneficiaries on a quarterly basis. The Department will work with the selected Applicants to develop a form and submission requirements for this reporting.

Verification Process

Data entered in CWDS will be cross referenced with the Client Information System (“CIS”) to confirm TANF eligibility; CIS will automatically credit the selected Applicant whenever a TANF hire is submitted. The CPP staff and the Project Manager will work together to ensure that selected Applicants are meeting their hiring goals.