

**Dirigo Health Agency
Request for Proposals
Project Management and Analytic Support**

Section 1: General Information and Conditions

A. Introduction and Background

The Dirigo Health Agency (DHA) was created in 2003 with a specific focus on expanding access to health care coverage and for improving and monitoring the quality of health care in the State of Maine.

DHA:

- Is a convener, along with *Maine Quality Counts* and the Maine Health Management Coalition of the Patient Centered Medical Home (PCMH) pilot. In conjunction with this project, DHA contracts with the Center for Medicare and Medicaid Innovation for their Multi-payer Advanced Primary Care Practice demonstration (MAPCP) initiative.
- Convened and supports the Maine Infection Prevention Collaborative, among whose projects are measurements of performance on hand hygiene measures and determination of the structural measures of adequate infection control programs.
- Is one of three conveners of the Aligning Forces for Quality project along with *Maine Quality Counts* and the Maine Health Management Coalition.
- Has launched, with the provider community, a statewide patient experience of care survey project.

DHA is soliciting proposals for project management and analytic support to its staff on several of the projects it currently manages.

B. Contract

1. Contract Period

The contract period will initiate as early as May 01, 2012 and continue through December 31st, 2013. The resulting contract will be at the price proposed and negotiated by the successful bidder and accepted by DHA. DHA intends to award a contract for only one (1) non-renewable contract term.

2. Required Contractual Elements

The successful bidder is required to enter into a State of Maine Contract for Services (attached as Appendix X).

3. Disclaimer

Issuance of the RFP in no way constitutes a commitment by the Agency to:

- Award a contract,
- Pay costs incurred in the preparation of a response to this request.

Section 2: Proposals-Scope, Content, and Assessment

A. Minimum Qualifications:

This is highly specialized healthcare quality improvement work involving close collaboration with healthcare providers, hospital administrators, quality improvement professionals and representatives from across the healthcare spectrum nationally and in Maine. A thorough understanding of and documented extensive experience providing work similar to the scope of work described here is essential.

Familiarity with statistical measurement, process improvement theory, and healthcare quality measurement is also imperative to this work. The successful bidder must have a demonstrated track record of working directly with Maine hospitals and/or quality improvement organizations in providing quality improvement services that include administering surveys, performing statistical analysis, researching and presenting summaries on cost and access metrics and managing projects.

B. Primary Objectives and Deliverables:

The primary objective of this work is to provide project management and analytic services that support the function and mission of DHA. In particular, the scope of work is to support DHA in the following projects:

Patient Experience of Care: DHA is planning to sponsor a statewide, practitioner-level patient experience of care survey, using the publicly available CG-CAHPS survey tool.

Improved patient experience at the care-giver site reduces cost, and improves outcome. Patients with good experience of care are more compliant with treatment recommendations, and generally have better outcomes. Patients with good experience of care are also less likely to engage in malpractice suits and are more loyal to the care setting. Administering this survey and enabling practices to improve patient experience of care reduces costs to the system and improves the quality of care.

Specific support activities:

- Development of a Data Collection Tool documenting survey method to include in Vendor RFP (similar to tool developed in MN)
- RFP for Centralized Vendor
- Submission and Access Protocol with CAHPS Benchmarking Database
- Meetings with health systems to determine how best to leverage existing survey efforts
- Consultation in converting CAHPS Database reports for public reporting in Maine
- Communication Plan for building public awareness

Shared Decision Making (SDM): Shared Decision Making is an approach to assist patients to make informed decisions about their care. There is some evidence to suggest that when given the tools to fully understand the implications of a medical/surgical decision, treatments would be more effective and less costly. By and large, this approach is thought to empower patient to take more control of their health and to reduce costs.

- Provide technical and management support to the SDM Steering Committee
- Assist in designing and implementing a SDM pilot in Maine

Healthcare Associated Infections (HAI): DHA partners with several governmental private organizations and providers to oversee a number of initiatives to address elements of patient safety. The work on HAI is such an initiative. HAIs are a significant source of added burden to patients who are already battling other conditions. Furthermore, they present a significant added financial cost to both the patient and the system at large. Federal CDC estimates that 1/20 hospitalized patients will contract such an infection at a conservatively estimated national cost of \$5.7- \$6.8 Billion. HAI initiatives aim at preventing these events, and ensuring patient safety in hospitals and healthcare settings.

- Convert Maine’s quality measures into graphic reports for presentation into the annual HAI Legislative Report and
- Peer review of the report prior to submission to Legislature.

Advisory Council: DHA’s Quality Advisory Council meets an average of 6 times a year to provide guidance to DHA on matters of health care quality improvement.

- Provide technical, administrative, and project assistance to DHA staff for Advisory Council functions, including preparing agendas, presenting status updates on DHA quality initiatives, and other administrative functions.

C. Proposal Contents:

Each complete proposal submitted to DHA shall contain:

1. Current CV’s of persons delivering services in proposal. CV must contain documentation of; a) experience in designing and implementing healthcare quality improvement projects in Maine b) experience working on research projects including survey sampling and statistical analysis and c) experience researching complex elements of healthcare cost and quality d) experience drafting and implementing outreach strategies and d) experience facilitating educational sessions and formal meetings.
2. A project work plan based on the deliverables shown in section B above.
3. A project budget with a binding, final bid amount clearly indicated in the proposal.

4. Three (3) written references testifying to scope and quality of work previously performed by applicant.

D. Written Questions and Answers

All questions, clarifications and/or requests for additional information regarding the **content** of the RFP must be submitted **in writing** to Alexander Dragatsi by **2:00 p.m. local time on April 3rd, 2012**. A complete set of questions (if any received) and the Department's responses will be posted on the Dirigo Health Agency website at <http://www.dirigohealth.maine.gov/Pages/rfp.html>. Only **written** responses sent by Dirigo Health Agency's DHA will be considered binding.

Questions may be submitted to:

Alexander G. Dragatsi, MPH
Health Program Coordinator
Dirigo Health Agency
DHA
211 Water St.
53 State House Station
Augusta, ME 04333
dha.rfp@maine.gov

E. Proposal Submission

An original plus three (3) sealed copies of the proposal must be marked, **clearly**:

Proposal: **RFP 201203254 DHA Project Management and Analytic Support**

and delivered to:

**Division of Purchases
4th Floor Burton M. Cross Building
111 Sewall St.
9 State House Station
Augusta, ME 04333**

no later than **2:00 PM, local time on April 17th, 2012**. Please note that only proposals actually received at the Division of Purchases prior to the stated time will be considered. Bidders submitting proposals by mail are responsible for allowing adequate time for delivery and may consider employing private courier services to assure arrival by the 2:00 PM, local time deadline. **Without exception, proposals received after the 2:00 PM, local time, deadline will be rejected.**

F. Rejection of Proposals

The State reserves the right to reject any and all proposals received in response to this RFP. The State, at its sole discretion, reserves the right to recognize and waive minor informalities and irregularities found in proposals received in response to this RFP.

G. RFP Amendment/Withdrawal

The Department reserves the right to amend the RFP prior to the proposal submission deadline. All prospective applicants who have submitted a letter of intent by the required date shall be notified of any amendments to the RFP. In such an event, applicants will be afforded the opportunity to revise their proposals to accommodate the RFP amendment. In no case shall the Department alter or amend any requirement or specification of the RFP without notice of such alteration or amendment to each prospective applicant submitting a letter of intent at least 7 days prior to the deadline for submission of proposals. The Department shall not be responsible for any additional costs incurred by the applicant as a result of changes to this RFP.

The Department reserves the right to withdraw the RFP in whole or in part at any time.

H. Notification of Award/Contract Negotiations

All applicants will receive written notice, by certified mail, of their selection or non-selection.

DHA may require the successful applicant to participate in contract negotiations to the extent allowable by law.

I. State Use of Proposed Ideas

The State reserves the right to use any and all ideas presented in any proposal in response to this RFP unless the applicant presents a positive statement or objection to the use of their proposal. In no event will such an objection be considered valid with respect to the use of such ideas that are not the proprietary information of the applicant and so designated in the proposal, or which:

- Were known to the State before submission of such proposal, or
- Properly became known to the State thereafter through other sources or through acceptance of any proposal.

J. Disclosure of Information

The content of all proposals, correspondence, addenda, memoranda, working papers and other medium which discloses any aspect of the RFP process shall be considered public information when the award decision is announced. This includes all proposals received in response to this RFP, both the selected proposal(s) and the proposal(s) not selected, and the information in those proposals that a Bidder may consider proprietary in nature. Therefore, the State makes no representation it can or will maintain the confidentiality of such information. The act of submitting a proposal to the State shall

be construed as understanding and acceptance of this public information disclosure requirement.

K. Evaluation Criteria

The proposals will be evaluated using the following criteria:

Cost: The total cost and cost structure of the proposal will account for 25% of the scoring.

Experience and Qualifications: 50% of the scoring will be attributable to the assessment of the proposing organization's capacity to meet the terms of the proposal including previous experience performing similar work, particularly in the Maine market.

Work Plan: 25% of the scoring will be attributable to the assessment of the proposed work plan.

STATE OF MAINE DEPARTMENT OF _____
Agreement to Purchase Services

THIS AGREEMENT, made this _____ day of _____, _____, is by and between the State of Maine, _____, hereinafter called "Department," and _____, located at _____, telephone number _____, hereinafter called "Provider", for the period of _____ to _____.

The AdvantageME Vendor/Customer number of the Provider is _____

WITNESSETH, that for and in consideration of the payments and agreements hereinafter mentioned, to be made and performed by the Department, the Provider hereby agrees with the Department to furnish all qualified personnel, facilities, materials and services and in consultation with the Department, to perform the services, study or projects described in Rider A, and under the terms of this Agreement. The following riders are hereby incorporated into this Agreement and made part of it by reference:

- Rider A - Specifications of Work to be Performed
- Rider B - Payment and Other Provisions
- Rider C – Exceptions to Rider B
- Rider D, E, and/or F – (At Department's Discretion)
- Rider G – Identification of Country in Which Contracted Work will be

Performed

WITNESSETH, that this contract is consistent with Executive Order 17 FY 08/09 or a superseding Executive Order, and complies with its requirements.

IN WITNESS WHEREOF, the Department and the Provider, by their representatives duly authorized, have executed this agreement in _____ original copies.

DEPARTMENT OF _____

By: _____
Name and Title, Department Representative

and
By: _____
Name and Title, Provider Representative

Total Agreement Amount: \$ _____

Approved: _____
Chair, State Purchases Review Committee
BP54 (Rev 1/12)

RIDER A
SPECIFICATIONS OF WORK TO BE PERFORMED

RIDER B
METHOD OF PAYMENT AND OTHER PROVISIONS

1. **AGREEMENT AMOUNT** \$ _____

2. **INVOICES AND PAYMENTS** The Department will pay the Provider as follows:

Payments are subject to the Provider's compliance with all items set forth in this Agreement and subject to the availability of funds. The Department will process approved payments within 30 days.

3. **BENEFITS AND DEDUCTIONS** If the Provider is an individual, the Provider understands and agrees that he/she is an independent contractor for whom no Federal or State Income Tax will be deducted by the Department, and for whom no retirement benefits, survivor benefit insurance, group life insurance, vacation and sick leave, and similar benefits available to State employees will accrue. The Provider further understands that annual information returns, as required by the Internal Revenue Code or State of Maine Income Tax Law, will be filed by the State Controller with the Internal Revenue Service and the State of Maine Bureau of Revenue Services, copies of which will be furnished to the Provider for his/her Income Tax records.

4. **INDEPENDENT CAPACITY** In the performance of this Agreement, the parties hereto agree that the Provider, and any agents and employees of the Provider shall act in the capacity of an independent contractor and not as officers or employees or agents of the State.

5. **DEPARTMENT'S REPRESENTATIVE** The Agreement Administrator shall be the Department's representative during the period of this Agreement. He/she has authority to curtail services if necessary to ensure proper execution. He/she shall certify to the Department when payments under the Agreement are due and the amounts to be paid. He/she shall make decisions on all claims of the Provider, subject to the approval of the Commissioner of the Department.

6. **AGREEMENT ADMINISTRATOR** All progress reports, correspondence and related submissions from the Provider shall be submitted to:

Name: _____

Title: _____
Address: _____

who is designated as the Agreement Administrator on behalf of the Department for this Agreement, except where specified otherwise in this Agreement.

7. **CHANGES IN THE WORK** The Department may order changes in the work, the Agreement Amount being adjusted accordingly. Any monetary adjustment or any substantive change in the work shall be in the form of an amendment, signed by both parties and approved by the State Purchases Review Committee. Said amendment must be effective prior to execution of the work.

8. **SUB-AGREEMENTS** Unless provided for in this Agreement, no arrangement shall be made by the Provider with any other party for furnishing any of the services herein contracted for without the consent and approval of the Agreement Administrator. Any sub-agreement hereunder entered into subsequent to the execution of this Agreement must be annotated "approved" by the Agreement Administrator before it is reimbursable hereunder. This provision will not be taken as requiring the approval of contracts of employment between the Provider and its employees assigned for services thereunder.

9. **SUBLETTING, ASSIGNMENT OR TRANSFER** The Provider shall not sublet, sell, transfer, assign or otherwise dispose of this Agreement or any portion thereof, or of its right, title or interest therein, without written request to and written consent of the Agreement Administrator. No subcontracts or transfer of agreement shall in any case release the Provider of its liability under this Agreement.

10. **EQUAL EMPLOYMENT OPPORTUNITY** During the performance of this Agreement, the Provider agrees as follows:

a. The Provider shall not discriminate against any employee or applicant for employment relating to this Agreement because of race, color, religious creed, sex, national origin, ancestry, age, physical or mental disability, or sexual orientation, unless related to a bona fide occupational qualification. The Provider shall take affirmative action to ensure that applicants are employed and employees are treated during employment, without regard to their race, color, religion, sex, age, national origin, physical or mental disability, or sexual orientation.

Such action shall include but not be limited to the following: employment, upgrading, demotions, or transfers; recruitment or recruitment advertising; layoffs or terminations; rates of pay or other forms of compensation; and selection for training including apprenticeship. The Provider agrees to post in conspicuous places

available to employees and applicants for employment notices setting forth the provisions of this nondiscrimination clause.

b. The Provider shall, in all solicitations or advertising for employees placed by or on behalf of the Provider relating to this Agreement, state that all qualified applicants shall receive consideration for employment without regard to race, color, religious creed, sex, national origin, ancestry, age, physical or mental disability, or sexual orientation.

c. The Provider shall send to each labor union or representative of the workers with which it has a collective bargaining agreement, or other agreement or understanding, whereby it is furnished with labor for the performance of this Agreement a notice to be provided by the contracting agency, advising the said labor union or workers' representative of the Provider's commitment under this section and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

d. The Provider shall inform the contracting Department's Equal Employment Opportunity Coordinator of any discrimination complaints brought to an external regulatory body (Maine Human Rights Commission, EEOC, Office of Civil Rights) against their agency by any individual as well as any lawsuit regarding alleged discriminatory practice.

e. The Provider shall comply with all aspects of the Americans with Disabilities Act (ADA) in employment and in the provision of service to include accessibility and reasonable accommodations for employees and clients.

f. Contractors and subcontractors with contracts in excess of \$50,000 shall also pursue in good faith affirmative action programs.

g. The Provider shall cause the foregoing provisions to be inserted in any subcontract for any work covered by this Agreement so that such provisions shall be binding upon each subcontractor, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

11. **EMPLOYMENT AND PERSONNEL** The Provider shall not engage any person in the employ of any State Department or Agency in a position that would constitute a violation of 5 MRSA § 18 or 17 MRSA § 3104. The Contractor shall not engage on a full-time, part-time or other basis during the period of this Agreement, any other personnel who are or have been at any time during the period of this Agreement in

the employ of any State Department or Agency, except regularly retired employees, without the written consent of the State Purchases Review Committee. Further, the Provider shall not engage on this project on a full-time, part-time or other basis during the period of this Agreement any retired employee of the Department who has not been retired for at least one year, without the written consent of the State Purchases Review Committee. The Provider shall cause the foregoing provisions to be inserted in any subcontract for any work covered by this Agreement so that such provisions shall be binding upon each subcontractor, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

12. **STATE EMPLOYEES NOT TO BENEFIT** No individual employed by the State at the time this Agreement is executed or any time thereafter shall be admitted to any share or part of this Agreement or to any benefit that might arise therefrom directly or indirectly that would constitute a violation of 5 MRSA § 18 or 17 MRSA § 3104. No other individual employed by the State at the time this Agreement is executed or any time thereafter shall be admitted to any share or part of this Agreement or to any benefit that might arise therefrom directly or indirectly due to his employment by or financial interest in the Provider or any affiliate of the Provider, without the written consent of the State Purchases Review Committee. The Provider shall cause the foregoing provisions to be inserted in any subcontract for any work covered by this Agreement so that such provisions shall be binding upon each subcontractor, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

13. **WARRANTY** The Provider warrants that it has not employed or contracted with any company or person, other than for assistance with the normal study and preparation of a proposal, to solicit or secure this Agreement and that it has not paid, or agreed to pay, any company or person, other than a bona fide employee working solely for the Provider, any fee, commission, percentage, brokerage fee, gifts, or any other consideration, contingent upon, or resulting from the award for making this Agreement. For breach or violation of this warranty, the Department shall have the right to annul this Agreement without liability or, in its discretion to otherwise recover the full amount of such fee, commission, percentage, brokerage fee, gift, or contingent fee.

14. **ACCESS TO RECORDS** As a condition of accepting a contract for services under this section, a contractor must agree to treat all records, other than proprietary information, relating to personal services work performed under the contract as public records under the freedom of access laws to the same extent as if the work were performed directly by the department or agency. For the purposes of this subsection, "proprietary information" means information that is a trade secret or commercial or financial information, the disclosure of which would impair the competitive position of the contractor and would make available information not otherwise publicly available. Information relating to wages and benefits of the employees performing the personal services work under the contract and information concerning employee and contract oversight and accountability procedures and systems are not proprietary information. The Provider shall maintain all books, documents, payrolls, papers, accounting records and

other evidence pertaining to this Agreement and make such materials available at its offices at all reasonable times during the period of this Agreement and for such subsequent period as specified under Maine Uniform Accounting and Auditing Practices for Community Agencies (MAAP) rules. The Provider shall allow inspection of pertinent documents by the Department or any authorized representative of the State of Maine or Federal Government, and shall furnish copies thereof, if requested. This subsection applies to contracts, contract extensions and contract amendments executed on or after October 1, 2009.

15. **TERMINATION** The performance of work under the Agreement may be terminated by the Department in whole, or in part, whenever for any reason the Agreement Administrator shall determine that such termination is in the best interest of the Department. Any such termination shall be effected by delivery to the Provider of a Notice of Termination specifying the extent to which performance of the work under the Agreement is terminated and the date on which such termination becomes effective. The Agreement shall be equitably adjusted to compensate for such termination, and modified accordingly.

16. **GOVERNMENTAL REQUIREMENTS** The Provider warrants and represents that it will comply with all governmental ordinances, laws and regulations.

17. **GOVERNING LAW** This Agreement shall be governed in all respects by the laws, statutes, and regulations of the United States of America and of the State of Maine. Any legal proceeding against the State regarding this Agreement shall be brought in State of Maine administrative or judicial forums. The Provider consents to personal jurisdiction in the State of Maine.

18. **STATE HELD HARMLESS** The Provider agrees to indemnify, defend and save harmless the State, its officers, agents and employees from any and all claims, costs, expenses, injuries, liabilities, losses and damages of every kind and description (hereinafter in this paragraph referred to as "claims") resulting from or arising out of the performance of this Agreement by the Provider, its employees, agents, or subcontractors. Claims to which this indemnification applies include, but without limitation, the following: (i) claims suffered or incurred by any contractor, subcontractor, materialman, laborer and any other person, firm, corporation or other legal entity (hereinafter in this paragraph referred to as "person") providing work, services, materials, equipment or supplies in connection with the performance of this Agreement; (ii) claims arising out of a violation or infringement of any proprietary right, copyright, trademark, right of privacy or other right arising out of publication, translation, development, reproduction, delivery, use, or disposition of any data, information or other matter furnished or used in connection with this Agreement; (iii) Claims arising out of a libelous or other unlawful matter used or developed in connection with this Agreement; (iv) claims suffered or incurred by any person who may be otherwise injured or damaged in the performance of this Agreement; and (v) all legal costs and other expenses of defense against any asserted claims to which this indemnification applies. This indemnification does not extend to a claim that results solely and directly from (i) the Department's negligence or unlawful

act, or (ii) action by the Provider taken in reasonable reliance upon an instruction or direction given by an authorized person acting on behalf of the Department in accordance with this Agreement.

19. **NOTICE OF CLAIMS** The Provider shall give the Contract Administrator immediate notice in writing of any legal action or suit filed related in any way to the Agreement or which may affect the performance of duties under the Agreement, and prompt notice of any claim made against the Provider by any subcontractor which may result in litigation related in any way to the Agreement or which may affect the performance of duties under the Agreement.

20. **APPROVAL** This Agreement must have the approval of the State Controller and the State Purchases Review Committee before it can be considered a valid, enforceable document.

21. **LIABILITY INSURANCE** The Provider shall keep in force a liability policy issued by a company fully licensed or designated as an eligible surplus line insurer to do business in this State by the Maine Department of Professional & Financial Regulation, Bureau of Insurance, which policy includes the activity to be covered by this Agreement with adequate liability coverage to protect itself and the Department from suits. Providers insured through a “risk retention group” insurer prior to July 1, 1991 may continue under that arrangement. Prior to or upon execution of this Agreement, the Provider shall furnish the Department with written or photocopied verification of the existence of such liability insurance policy.

22. **NON-APPROPRIATION** Notwithstanding any other provision of this Agreement, if the State does not receive sufficient funds to fund this Agreement and other obligations of the State, if funds are de-appropriated, or if the State does not receive legal authority to expend funds from the Maine State Legislature or Maine courts, then the State is not obligated to make payment under this Agreement.

23. **SEVERABILITY** The invalidity or unenforceability of any particular provision or part thereof of this Agreement shall not affect the remainder of said provision or any other provisions, and this Agreement shall be construed in all respects as if such invalid or unenforceable provision or part thereof had been omitted.

24. **INTEGRATION** All terms of this Agreement are to be interpreted in such a way as to be consistent at all times with the terms of Rider B (except for expressed exceptions to Rider B included in Rider C), followed in precedence by Rider A, and any remaining Riders in alphabetical order.

25. **FORCE MAJEURE** The Department may, at its discretion, excuse the performance of an obligation by a party under this Agreement in the event that performance of that obligation by that party is prevented by an act of God, act of war,

riot, fire, explosion, flood or other catastrophe, sabotage, severe shortage of fuel, power or raw materials, change in law, court order, national defense requirement, or strike or labor dispute, provided that any such event and the delay caused thereby is beyond the control of, and could not reasonably be avoided by, that party. The Department may, at its discretion, extend the time period for performance of the obligation excused under this section by the period of the excused delay together with a reasonable period to reinstate compliance with the terms of this Agreement.

26. **SET-OFF RIGHTS** The State shall have all of its common law, equitable and statutory rights of set-off. These rights shall include, but not be limited to, the State's option to withhold for the purposes of set-off any monies due to the Provider under this Agreement up to any amounts due and owing to the State with regard to this Agreement, any other Agreement, any other Agreement with any State department or agency, including any Agreement for a term commencing prior to the term of this Agreement, plus any amounts due and owing to the State for any other reason including, without limitation, tax delinquencies, fee delinquencies or monetary penalties relative thereto. The State shall exercise its set-off rights in accordance with normal State practices including, in cases of set-off pursuant to an audit, the finalization of such audit by the State agency, its representatives, or the State Controller.

27. **ENTIRE AGREEMENT** This document contains the entire Agreement of the parties, and neither party shall be bound by any statement or representation not contained herein. No waiver shall be deemed to have been made by any of the parties unless expressed in writing and signed by the waiving party. The parties expressly agree that they shall not assert in any action relating to the Agreement that any implied waiver occurred between the parties which is not expressed in writing. The failure of any party to insist in any one or more instances upon strict performance of any of the terms or provisions of the Agreement, or to exercise an option or election under the Agreement, shall not be construed as a waiver or relinquishment for the future of such terms, provisions, option or election, but the same shall continue in full force and effect, and no waiver by any party of any one or more of its rights or remedies under the Agreement shall be deemed to be a waiver of any prior or subsequent rights or remedy under the Agreement or at law.

RIDER C
EXCEPTIONS TO RIDER B

RIDER D
Not Required: For use at Department's Discretion

RIDER E
Not Required: For use at Department's Discretion

RIDER F
Not Required: For use at Department's Discretion

RIDER G
IDENTIFICATION OF COUNTRY
IN WHICH CONTRACTED WORK WILL BE PERFORMED

Please identify the country in which the services purchased through this contract will be performed:

- United States. Please identify state:** _____
- Other. Please identify country:** _____

Notification of Changes to the Information

The Provider agrees to notify the Division of Purchases of any changes to the information provided above.