

**Big Sky Care Connect
2021 11th Avenue, Suite 1
Helena, MT 59602**

Request for Proposals (RFP)

for

BUSINESS PLANNING SERVICES

RFP No. 01_2018

Date of Release: 8-27-2018

1. Background

1.1. Scope

Big Sky Care Connect (BSCC) is seeking consulting services to assist in the development of a strategic business plan that serves as a state interoperability roadmap for a state health information exchange (HIE) with long-term sustainability in Montana.

Relevant attachments to this RFP include:

Exhibit A – Warranties. This exhibit provides a list of attestation requirements for the Vendor(s) selected to perform the services as described in this RFP.

Exhibit B – Scope of Services/Deliverables. This exhibit provides more details on the specific services that are the subject of this procurement.

Exhibit C – Proposal Format. This exhibit provides details on the format which a proposal response should follow.

Exhibit D– Proposal Contents. This exhibit provides details on what information a response to the RFP should include.

1.2. Background on Big Sky Care Connect

Big Sky Care Connect (BSCC) is a health care information exchange (HIE) organization established to enable enhanced sharing of clinical, determinants of care and claims data between providers across the state. Big Sky Care Connect is the only state-wide entity in Montana who is dedicated to HIE and represent a very large portion of the providers, payers, and other stakeholders across the state. There is a pilot project, exchanging data between three of the largest providers in the state; RiverStone Health, St. Vincent Healthcare, and Billings Clinic, as well as Blue Cross and Blue Shield of Montana. This pilot will enable real-time exchange of health information and is facilitating targeted clinical reports to help physicians coordinate care among patients who cross over between their organizations.

With funding from the Montana Healthcare Foundation, a Health Information Exchange Planning Project was undertaken from December 6, 2016 through October 27, 2017. Over 100 people attended the initial kickoff meeting from across the state of Montana, with representation from most of its prominent health systems, clinics, hospitals, associations, payers, social service agencies, and some employers. Working in five specialized task forces over the ensuing months, over 300 planning participants considered the successes and failures of similar efforts and an intent and plans to establish a non-profit, Montana centered, community was declared. The primary goal of all these stakeholders across the state is to establish a robust HIE infrastructure that has a comprehensive, embraced long-term sustainability plan. Big Sky Care Connect was formally established in 2018 to accomplish this mission.

BSCC is taking part in expanding interoperability in Montana, and will serve Montana's one million residents by increasing the exchange of health information through a variety of secure electronic means, to provide better clinical decision support at the time of care, ensuring patients have the information available to make good decisions about their own health care, and ultimately, improve the health of Montanans. Over the next few months anticipated for this initiative, BSCC will help lay the stepping stones and mile markers along the path.

2. Company Information

The corporation is a Section 501(c)(3) public benefit corporation.

BSCC's vision is to operate a statewide coordinated health information exchange and related services to enhance clinical care in the community and to improve and promote public health care in the Montana general health care community by (1) facilitating timely and secure access by health care providers to clinical information between the various organizations that have such information, and (2) engaging in such other activities that help to improve and promote the public health and quality of health care in the community, all in a cost-effective manner.

The Board of Directors has the authority to manage the business and the day-to-day affairs of BSCC.

2.1. Services to be Procured

The following strategic planning and technical services are being procured:

- **Literature review:** Review of proprietary and publicly available data sets and analysis for HIT and data exchange to understand the history of HIE throughout the state and work that may have already been done, noting both successes and failures.
- **Environmental Scan:** A scan to include electronic surveys of up to 7 different professional organization members, followed up by telephonic or face to face interviews of up to 30 stakeholder organizations throughout the state. The purpose is to gather current HIE use as well as identify value propositions a state-wide HIE may provide to their organizations.
- **Current State Documentation:** Document the current state against a nation-wide scorecard to illustrate where the state is today and what enhancements may be possible.
- **Future State Vision:** Document a future vision for a state-wide HIE based on the environmental scan and especially those areas of real value identified during the survey and interview process. This plan would include options for the scaling of the current Billings Pilot project, deployment strategies and State IT infrastructure renewal considerations.
- **National Best and Promising Practices:** Document best and promising HIE practices across the country where other states have implemented the value propositions also identified by Montana stakeholders to provide a lesson's learned environment for future implementation.
- **Initial Deployment & Operations Budgeting:** Development of an initial HIE deployment budget as well as long term maintenance and operations budgets including administrative costs.
- **Sustainability Plan:** Development of a sustainability plan to provide long-term sustainability for a state-wide HIE. The plan would also be vetted with providers, payers, the State of Montana and include Return on Investment Calculators for each of these segments allowing individual stakeholders to better evaluate the value to their own organizations. Stakeholders will be asked to formally commit to their financial share of the plan and endorse the state-wide HIE strategic plan as

presented.

- **Strategic Long-term Business Plan:** A formal strategic business plan will be developed comprising of all relevant areas of the business. This will allow the organization a roadmap to follow in the upcoming years.
- **Draft IAPD Assistance:** Draft CMS IAPD language will be presented to the Montana Medicaid, Department of Public Health and Human Services in order to incorporate into a future IAPD to obtain CMS matching funding for the initial deployment of the health information exchange.

3. General Procurement Information

3.1. BSCC Point of Contact

The sole point of contact for inquiries concerning this RFP is:

Jean Branscum, BSCC Project Director
2021 11th Avenue, Ste 1
Helena, MT 59602
Telephone: (406) 443-4000
FAX: (406) 443-4042
bscc@mmaoffice.org

All communications relating to this RFP must be directed to the contact person named above. **Failure to comply with these requirements may result in disqualification.** An exception to this restriction will be made for Vendors who, in the normal course of work may need to discuss legitimate business matters concerning their work that is unrelated to this RFP.

3.2. Procurement Schedule

The following table documents the anticipated critical pre-award events for the procurement. All dates are subject to change at BSCCs discretion.

Procurement Schedule*	
RFP Release Date	8/27/2018
Notice of Intent to Respond Due	9/01/2018
Vendor Questions Due	9/5/2018
BSCC Posts Responses to Vendor Questions	9/11/2018
Proposals Due	9/17/2018
Review of Proposals	9/19/2018
Interviews and Presentations	9/24/2018
Tentative Award Announcement*	9/25/2018
Anticipated Contract Start Date*	10/15/2018

*Subject to change.

3.3. Instructions for Providing BSCC with Notice of Intent to Respond to RFP

BSCC requests that eligible Vendors notify the BSCC point of contact noted in Section 3.1 of the RFP of their intent to respond to the RFP by E-mail **by noon Mountain Time September 1, 2018**. Failure to provide such notice **DOES NOT** disqualify an organization from later deciding to submit a proposal in time for the deadline for proposal responses pursuant to Section 3.2, Procurement Schedule.

The subject line of each E-mail shall state:

- "Notice of Intent to Respond – Business Planning Services: [Vendor Name]"

The body of the e-mail must include:

- Name of organization
- Name, address, telephone number, and e-mail address of individual(s) authorized to submit a response

3.4. Deadline and Instructions for Submission of Questions and Responses

Questions regarding this RFP are due by **noon Mountain Time September 5, 2018**. A list of questions must be submitted to the BSCC point of contact via email by noon on that date in order to be accepted for inclusion in the Vendor Q&A that will be available on www.mmaoffice.org, the Montana Medical Association's website.

Responses to this RFP are due by **noon Mountain Time** on September 17, 2018. A complete proposal must be submitted to the BSCC point of contact noted in Section 3.1 of the RFP in the format described in Exhibit C – Proposal Format.

The subject line of e-mails related to the RFP shall state: BSCC Business Planning Services RFP (Vendor Name).

3.5. Validation of Proposal Offerings

The proposal shall be a binding commitment which BSCC may include, at its sole discretion, by reference or otherwise, into any agreement with the Vendor. Therefore, each proposal copy must be validated by the signature of a person having authority to commit the Vendor.

3.6. BSCC Amendments and Announcements Regarding this RFP

BSCC will post all official communication regarding this RFP on the website, www.mmaoffice.org. BSCC reserves the right to revise the RFP at any time. Any changes, amendments, or clarifications will be made in the form of written responses to Vendor questions, amendments, or addenda issued by BSCC via the website.

3.7. BSCC Rights Reserved

BSCC, at its sole discretion in determining that its best interests would be served, reserves the right to amend or cancel this RFP at any time prior to the contract award, reject any late or incomplete proposals, and to require organizations at their own expenses to provide written clarification on proposals and/or make oral presentations to BSCC at a time, place, and manner as selected by BSCC in order assist BSCC in its determination of award.

3.8. Costs Incurred

Issuance of this RFP in no way constitutes a commitment by BSCC to award a contract or to pay any costs incurred by a Vendor in the preparation of a response to this RFP. BSCC is not liable for any costs incurred by a Vendor prior to issuance of or entering into a formal agreement, contract, or purchase order.

3.9. News Releases: Prohibitions and Pre-Approvals Required

Prior to contract award, a Vendor may not issue a press release or provide any information for public consumption regarding its participation in the procurement.

This Section does not preclude business communications necessary for a Vendor to develop a proposal, or required reporting to shareholders or governmental authorities.

3.10. Copyright and Intellectual Property

BSCC will not consider any response that bears a copyright.

Vendors may attempt to protect what they consider to be trade secret and confidential information from public release. Trade secrets or other confidential information, submitted as part of a response, must be clearly marked on each page on which such information appears. Such marking must be in boldface type and at least 14-point font.

BSCC reserves the right to use any and all ideas presented in a response unless the prospective Vendor presents a valid legal case that such ideas are trade secret or confidential information, and identifies the information as such in the manner described in the preceding paragraph. A Vendor may not object to the use of ideas that: (1) are not the Vendor's legally protectable intellectual property; (2) are not designated as such in the RFP response; (3) were known to BSCC before the submission of the response; (4) were in the public domain at the time of the response, or thereafter enter in the public domain through no fault of BSCC; or (5) became properly known to BSCC after response submission through other sources or through acceptance of the response. BSCC may reject a proposal where the entire proposal is marked confidential or trade secret.

3.11. Proposal as Property of BSCC

Except as otherwise explicitly provided in this RFP or the resulting contract, all work product produced by a Vendor, including without limitation the proposal, all plans, designs, software, and other contract deliverables, become the sole property of BSCC.

BSCC reserves all intellectual property rights including, without limitation, copyrights, trademarks, trade secrets, patents and patentable work produced by or for BSCC. Work provided by the Selected Vendor(s) pursuant to this RFP is work made for hire, and Selected Vendor(s) by contract will be required to affirm that the work is work made for hire and to grant to BSCC all rights and titles to ownership of such work.

3.12. Additional Information

By submitting a proposal, the Vendor grants BSCC the right to obtain information from any lawful source regarding the Vendor's and its directors', officers', and employees': (1) past business history, practices, and conduct; (2) ability to supply the goods and services; and (3) ability to comply with contract requirements. By submitting a proposal,

a Vendor generally releases from liability and waives all claims against any party providing BSCC information about the Vendor. BSCC may take such information into consideration in evaluating proposals.

3.13. Multiple Responses

A Vendor may only submit one proposal as a prime contractor. This requirement does not limit a subcontractor's ability to collaborate with one or more Vendors submitting proposals.

3.14. No Joint Proposals

BSCC will not consider joint or collaborative proposals that require it to contract with more than one Vendor.

3.15. Use of Subcontractors

No subcontract under the contract shall relieve the Vendor of the responsibility for ensuring the requested services are provided in the manner identified in the contract. Vendors planning to subcontract all or a portion of the work to be performed shall identify the proposed subcontractors in the proposal, and must immediately notify BSCC of any changes to proposed subcontractors for BSCC's pre-approval of such change.

3.16. Protest Procedures

Vendor agrees to work with BSCC in good faith to resolve any issues arising from this procurement process by escalating any issues to its senior management who will be responsible for working directly with the BSCC's Board to resolve any issues. The parties will work diligently for a period of at least thirty calendar days prior to proceeding to arbitration.

4. Evaluation of Proposals

4.1. Initial Review Process

BSCC will select qualified individuals to evaluate the quality of proposals according to the selection criteria described herein. Reviewers shall not evaluate any proposals for which they have a conflict of interest. All evaluations of the review panel are final. For purposes of the Initial Review Process, such evaluations will be based solely on information provided in the written proposal.

4.2. Presentation Process

Upon completion of the initial review process, BSCC intends to select two or three organizations to provide up to a 45 minute presentation on their proposal, either in person or web based, on September 24, 2018.

4.3. Evaluation Process

BSCC intends to employ several additional evaluation strategies after the Initial Review Process. BSCC will evaluate proposals on a qualitative basis. This may include, and not be limited to, a review of information from the presentation, a review of interviews with staff to be assigned, results of discussions with other clients, and firm's responsiveness to requests of BSCC.

4.4. Evaluation Criteria

Any award to be made will be based on the best overall proposal with appropriate consideration given to all requirements and established client satisfaction. Evaluation will be based upon the total services offered and the total price quoted for all items.

Without limitation to the foregoing, BSCC may consider the qualifications and experience of subcontractors, Vendors, and other persons and organizations proposed to perform the services. BSCC may conduct such investigations as BSCC deems appropriate to assist in the evaluation of any proposal and to establish the responsibility, qualifications and financial ability of Vendors, proposed subcontractors and other persons and organizations to perform and furnish the services in accordance with the RFP to BSCC's satisfaction.

BSCC does not represent that these are the sole evaluation criteria and reserves the right to adjust the criteria at its discretion.

Proposals will be evaluated based on the following criteria and weights:

- Understanding of the project – Weight 25%
- Experience and qualifications – Weight 30%
- Project plan and timeline – Weight 25%
- Cost – Weight 20%

4.5. Requirements for Successful Vendor

If a contract or contracts are to be awarded, they will be awarded to the Vendor(s) whose evaluation by BSCC indicates to BSCC that the award will be in the best interest of BSCC and its stakeholders. Based upon these evaluations and additional discussions, the BSCC RFP evaluation team will prepare a short list of preferred Vendors (as per the current schedule) for further discussions regarding proposals in response to this RFP. BSCC may enter into discussions with more than one of the preferred Vendors.

Successful Vendor shall enter into a contract in a form acceptable to BSCC. BSCC reserves the right to engage in contract negotiations with more than one Vendor for the same work in order to attempt to help safeguard BSCC and its stakeholders in the event that the Vendor and BSCC are unable to negotiate a contract on mutually acceptable terms.

4.6. Funding Decisions

Upon completion of its evaluation of RFP proposals, BSCC will enter into appropriate agreements with successful Vendor in accordance with the preceding section. All awards are subject to all state and federal laws, rules, and regulations that govern contracts managed by BSCC.

4.7. Contract Type and Term

BSCC will award one contract for business planning services. The initial contract period is expected to be six months. However, BSCC will retain the discretion to renew the contract for additional time, if necessary.

4.8. Performance Measures and Associated Remedies

BSCC will monitor the performance of the contract issued under this RFP. All services and deliverables under the contract shall be provided to BSCC at an acceptable quality level and in a manner consistent with acceptable industry standard, custom, and practice.

4.9. Key Personnel

The Vendor must certify that all personnel named in its proposal shall actually work on the contract in the manner described in its proposal. In addition, these individuals shall continue to perform services for the duration of the Contract, except in the event of resignation, death, or mutual agreement by the parties. No changes, substitution, additions or deletions shall be made unless approved in advance by BSCC. In such event, any substitute personnel shall be approved in writing by BSCC.

4.10. Business Experience

The Vendor must:

1. Have at least five (5) years' experience with providing technical assistance to state agencies related to health information interoperability and writing technical documents for CMS funding.
2. Have experience in developing at least three (3) strategic plans related to state HIT interoperability.
3. Have experience in conducting at least one (1) statewide HIT gap analysis.
4. Have experience writing HIE IAPD/IAPD-Us for at least two (2) states that resulted in successful CMS funding.
5. Have expertise through prior/current work or other professional experiences of the national HIE/HIT environment, interoperability governance models, and sustainability.

4.11. Audit and Records

The Selected Vendor shall have its financial records and other pertinent materials available for review and audit by BSCC and other auditors for a period of three years following the end of the contract period.

4.12. Conformance with State Laws

Nothing in the RFP, Vendor's proposal, or these contract conditions shall be construed to violate any provision of the laws and/or regulations of the State of Montana, and all acts done shall be done in such manner as may conform to those laws. If any word, phrase, clause, paragraph, sentence, part, portion, or provision of the agreement or the application of those provisions to any person or circumstance is held to be invalid, the remainder shall nevertheless be valid and offending terms shall be deemed to be so modified such as to be compliant with federal and state laws and/or regulations.

5. Regulatory and Legal Constraints

5.1. Conflicts of Interest

A conflict of interest is a set of facts or circumstances in which either a Vendor or anyone acting on its behalf in connection with this procurement has past, present or currently planned personal, professional or financial interests or obligations that, in BSCC's determination, would actually or apparently conflict or interfere with the

Vendor's contractual obligations to BSCC.

Neither the Vendor nor any other person or entity acting on its behalf, including but not limited to subcontractors, employees, agents and representatives, may have a conflict of interest with respect to this procurement.

5.2. Civil Rights Language

Vendor agrees to comply with state and federal anti-discrimination laws.

Exhibit A – Warranties

Vendor agrees that the following warranties are an essential part of this agreement, and that without these warranties the terms of the RFP and resulting contract(s) would be substantially different.

Vendor warrants and agrees at all times during the procurement period, and thereafter pursuant to any resulting contract, to the following:

1. No appointed official or Board member of BSCC has or will benefit financially or materially from this procurement based on any action of Vendor; and
2. Vendor has not contracted to provide similar services to a similarly situated customer on better terms and conditions, including price, than it is offering to BSCC, and shall not do so during the contract term.

Exhibit B – Scope of Services/Deliverables

Scope of project

BSCC is seeking to enter into a contract with a Vendor that will provide business planning services and draft CMS IAPD content.

BSCC anticipates the Vendor will perform the following minimal services, at a cost of no more than \$300,000:

Literature review: Review proprietary and publicly available data sets and analysis for HIT and data exchange to understand the history of HIE throughout the state and work that may have already been done, noting both successes and failures.

Environmental Scan: The scan will include electronic surveys of up to 7 different professional organization members, followed up by telephonic or face to face interviews of up to 30 stakeholder organizations throughout the state. The purpose is to gather current HIE use as well as identify value propositions a state-wide HIE may provide to their organizations.

Current State Documentation: Document the current state against a nation-wide scorecard to illustrate where the state is today and what enhancements maybe possible.

Future State Vision: Document a future vision for a state-wide HIE based on the environmental scan and especially those areas of real value identified during the survey and interview process. This plan would include options for the scaling of the current Billings Pilot project, deployment strategies and State IT infrastructure renewal considerations.

National Best and Promising Practices: Document best and promising HIE practices across the country where other states have implemented the value propositions also identified by Montana stakeholders to provide a lesson's learned environment for future implementation.

Initial Deployment & Operations Budgeting: Development of an initial HIE deployment budget as well as long term maintenance and operations budgets including administrative costs.

Sustainability Plan: Development of a sustainability plan to provide long-term sustainability for a state-wide HIE. The plan would also be vetted with providers, payers, the State of Montana and include Return on Investment Calculators for each of these segments allowing individual stakeholders to better evaluate the value to their own organizations. Stakeholders will be asked to formally commit to their financial share of the plan and endorse the state-wide HIE strategic plan as presented.

Strategic Long-term Business Plan: A formal strategic business plan will be developed comprising of all relevant areas of the business. This will allow the organization a roadmap to follow in the upcoming years.

Draft IAPD Assistance: Draft CMS IAPD language will be presented to the Montana Medicaid, Department of Public Health and Human Services in order to incorporate into a future IAPD to obtain CMS matching funding for the initial deployment of the health information exchange.

Exhibit C – Proposal Format

General Formatting Requirements

All RFP responses must be delivered in electronic format. No paper copies of the RFP will be accepted for evaluation. Files should be delivered via electronic mail to bscc@mmaoffice.org.

The proposal files are to be rendered in PDF, Word, and Excel file formats, using Adobe Acrobat or a compatible product, and Microsoft Office or a compatible product. The PDF document must be created with Fast Web View; tagged PDF must be enabled, and must contain a master table of contents supporting hyperlinks to each entry in the table of contents and a link to the master table of contents on each page. Additionally, electronic versions of each file should be **submitted in the original Microsoft Word or Excel format as well as rendered in a single PDF file format** containing all files.

Formatting the Proposal's Content

BSCC is providing the following formatting expectations to ensure uniformity of presentation. The body of the narrative material should be presented using the following formatting guidelines:

1. Text shall be formatted for 8 ½" x 11" paper in the "portrait" orientation, except where a supplied template is in "landscape" orientation;
2. Text shall be single spaced;
3. BSCC prefers the body of the document with a font pitch no smaller than 11 points;
4. The margin at the binding edge of any document shall be a minimum of one and one half inches (1 ½"), all other margins shall be one inch (1");
5. Inline graphics or illustrations shall be clean and crisp in appearance must be captioned appropriately;
6. Any graphics or illustration may have a smaller text spacing, pitch and font size but must be legible;
7. Oversize attachments or appendices should not exceed 11" x 17";
8. Resumes must be in a consistent format; but they do not need to conform to the formatting guidelines for the proposal itself; and
9. Page limits are indicated in **Exhibit D** of this RFP and should be observed.

BSCC will reply to the submission via e-mail confirming receipt of the proposal. If Vendor has not received a confirmation of receipt within three (3) business days of submission, Vendor must contact the BSCC point of contact as noted in Section 3.1 of the RFP with proof of transmission.

Exhibit D – Proposal Contents

The proposal contents **must** be organized in the following order. Page limits for each section, if any, are indicated with square brackets after each section name. These limits should be considered a maximum amount for each category, not a target. BSCC appreciates brief, on-point responses.

Transmittal Letter [1-page limit] - Please include the name, title, mailing address, telephone number and extension, fax number as well as a valid email address for the person that BSCC is to contact to resolve questions or issues regarding the submitted proposal. An officer authorized to bind the Vendor to the terms of the proposal must sign the transmittal letter.

Company Overview [3-page limit] – Please include the following information:

1. Formal Company Name
2. Company Trade Name (If Different)
3. Physical Address
4. Mailing Address
5. Corporate TIN
6. Company Representative Contact Information
 - a. RFP Response Contact Person
 - b. Title
 - c. Daytime Telephone & Extension
 - d. Electronic Mail Address
 - e. Company Web Site
7. Publicly or Privately Held
8. Stock Symbol (Public Companies)
9. Corporate Status (C Corporation, 501(C) 3, LLC, etc.)
10. Copy of annual statement
11. Date of Incorporation
12. State of Incorporation
13. Number of Business Locations
14. Number of Employees
15. Number of Active Government Clients or Customers
16. Number of Active Nonprofit Corporation Clients or Customers
17. Years of Experience with projects of similar scope and complexity
18. References (Name, Title, Mailing Address, Work Phone, Email Address)
19. All potential conflicts of interest and the measures the Vendor proposes to take to ensure that there will be no actual conflict of interest and that its fairness, independence and objectivity will be maintained

Executive Summary [3-page limit] – Please provide a brief narrative that demonstrates the organization’s understanding of the services requested by this RFP. The Executive Summary should describe the proposed approach, including its key features and strengths.

Staffing Models. – [2-page limit] – Please provide an overview of the staffing approach to the project, including a description of the training and experience levels of the personnel that will be assigned to this project. Staff resumes are excluded from the page limit above.

Experience [15-page limit] – Please provide an overview of the firm’s relevant experience including but not limited to the following:

1. Detail the firm’s experience in providing business planning and technical services, including:
 - At least five (5) years’ experience with providing technical assistance to state agencies related to health information interoperability and writing technical documents for CMS funding.
 - Experience in developing at least three (3) strategic plans related to state HIT interoperability.
 - Experience in conducting at least one (1) statewide HIT gap analysis.
 - Experience writing HIE IAPD/IAPD-U’s for at least two (2) states that resulted in successful CMS funding.
 - Expertise through prior/current work or other professional experiences of the national HIE/HIT environment, interoperability governance models, and sustainability.
2. Provide information on whether the firm provides services to any related industry organizations.
3. Describe the firm’s independence with respect to BSCC.
4. Identify the partner, manager, and other key personnel who will be assigned to BSCC contract if awarded, and provide biographies. Indicate any complaints against them that have been leveled by any state board or other regulatory authority. Indicate the outcome of these complaints and the corrective action(s) taken by your firm with respect to these complaints.
5. Set forth the proposed fee for the initial assessment work and final deliverable.
6. Provide the names and contact information for similarly sized clients of the partner and manager that will be assigned to the BSCC for reference purposes.
7. Explain what makes the firm different than others that may respond to the proposal.

Work Plan and Timeline [5-page limit]

1. Describe how the firm will approach the assessment of the HIE and HIT needs in Montana and how BSCC can best align itself to meet those needs. Describe the

firm's approach to researching the issue on a state and national level as well as the approach the firm would use with key stakeholder groups.

2. Describe the proposed timeline for the work under the proposed agreement, within the BSCC timeframe:

Development of Strategic plan and deployment contracts	Oct 15, 2018 – Jan 15, 2019
Development of Primary Project IAPD	Jan 15, 2019 – March 1, 2019

Cost [5-page limit] – The main purpose of this section is to detail the pricing for the proposed services.

Please provide hourly rates as a point of reference for evaluating the pricing submitted for the RFP, including estimated hours for each aspect of the work as listed in Exhibit B.

If a different pricing model is used, please detail it. Include any assumptions made about the work in developing the estimates. Assume that BSCC will include a not-to-exceed amount in any contract awarded based at least in part on these figures.